

Marianne Helenius

BUILDING COMPETENCE FOR
TELEWORK-SUPPORTIVE COMPANY CULTURE

Degree Programme in
Business Management and Entrepreneurship
2017



BUILDING COMPETENCE FOR TELEWORK-SUPPORTIVE COMPANY CULTURE

Helenius, Marianne

Satakunta University of Applied Sciences

Degree Programme in Business Management and Entrepreneurship

June 2017

Supervisor: Pohjus, Anne

Number of pages: 118

Appendices: 3

Keywords: company culture, flexibility, telecommuting, telework, trust

The purpose of this master's thesis was to verify the suitability of telework for the case company by gathering experiences from a telework pilot project. The objectives were to find out, from the perspective of both employees and supervisors, what were the observed benefits and challenges, what was the effect on work motivation, commitment and company image, and what methods were considered practical when pre-planning the tasks and following the results of telework.

The topics discussed in the theoretical part concentrated on telework-supportive company culture, developing of leadership practices, trust in the key role for successful telework, and the nature of the work suitable for teleworking. Also implementation issues were looked into, as well as the known pros and cons of telework. The framework agreement that forms the basis for telework in EU – and consequently Finland – is shortly mentioned.

The heart of the empirical part is shaped from the results of two questionnaires concerning the success of the telework pilot project; one aimed at the entire personnel of the case company, the other for supervisors only. In addition, the empirical part introduces the views of the CEO concerning the desired future state of telework. The empirical part also touches upon work time allocation statistics in order to find out how many people, and in which professions, teleworked during the pilot project.

With this research, five main pain points came to light requiring further attention. As an equity issue, telework should be allowed for everyone without ruling out certain groups on company level. The process of setting goals and indicators, and following the reached results, should have a bit more systematic approach. The aforementioned process should also be adequately clear and fluent. The closest supervisors should be allowed to guide telework more freely however within certain, not-so-strict company-level guidelines, and building mutual trust more actively is highly recommended.

Otherwise telework was a success and was received very well at the case company. It was strongly supported by both employees and supervisors: it improved the personnel's motivation and job satisfaction, polished their image of the company, and increased their commitment to both company and work.

CONTENTS

1	INTRODUCTION	5
2	OBJECTIVES OF THE RESEARCH.....	6
3	DESIGN OF THE STUDY	8
3.1	Methodology	8
3.2	Data collecting	10
3.3	Defining the target group	12
3.4	Theoretical Framework	13
4	TELEWORK AS A FLEXIBLE WORK MODEL.....	14
4.1	The concept of telework.....	14
4.2	Collateral terms	16
4.3	European Union's framework agreement on telework	20
4.4	Telework in Finland	24
5	FUNDAMENTALS FOR SUCCESSFUL TELEWORK.....	29
5.1	Company culture and trust	29
5.2	Leadership practices.....	33
5.3	Nature of the work	36
6	ISSUES TO BE CONSIDERED WHEN INTRODUCING TELEWORK	39
6.1	Needs analysis and good practices.....	39
6.2	Pros and cons of telework	41
6.2.1	Observed challenges	42
6.2.2	Identified benefits	49
6.3	Measuring the effectiveness of telework	53
7	RESEARCH PROCESS.....	57
8	RESEARCH RESULTS	58
8.1	Desired status of telework at the case company	59
8.2	Telework's popularity with different job descriptions.....	60
8.2.1	Professions that most teleworked during the pilot project	61
8.2.2	Main reasons for not taking part in the telework pilot project	63
8.3	Experiences from the telework pilot project.....	68
8.3.1	Attitudes concerning the telework model.....	68
8.3.2	Trust towards the teleworkers	78
8.3.3	Observed challenges	81
8.3.4	Observed benefits	86
8.4	Telework practices during the pilot	89
8.4.1	Prior planning of telework days	89
8.4.2	Realization of planned tasks and work time	93

8.4.3 Following the reached results	96
8.1 Work motivation, commitment and company image.....	99
8.1.1 Telework's effect on work motivation	100
8.1.2 Telework's effect on commitment.....	102
8.1.3 Telework's effect on company image	103
9 RELIABILITY ANALYSIS	106
10 SUMMARY, RECOMMENDATIONS AND FURTHER PLANS	107
REFERENCES.....	113
APPENDICES	

1 INTRODUCTION

Telework's implementation full-scale in a large company with the help of a pilot project: what is telework's desired future status, what are the challenges with implementation, and what benefits will this flexible form of work bring to both the employees and the company? This topic was offered to me by a Finnish organization operating in the field of energy industry that wishes to increase the usage of flexible work models, aiming for increased productivity, cost-effectiveness, and contented employees. Telework was perceived as one such model, used by a few privileged before but now considered to be beneficial to everyone.

The case company first came to consider telework might suit the entire personnel after it conducted a work-method-related personnel survey in 2015. The survey concentrated on various work-related practices, such as how the personnel views flexible work, with what methods and tools they generally work, how they communicate and share information, and how they would like to develop the office space and the tools they use at work. The answer percentage to this survey was just over 61, with all of the case company's personnel groups adequately represented. Altogether 81% of the respondents were of the opinion that the case company should be more yielding as to where the work is allowed to be done; out of all personnel groups, the managerial employees were most demanding – 90% of them wanted to choose more freely their work location. The possibility to work someplace else than at the office was wished approximately for one day per week. These results were interpreted to clearly indicate there was a definite demand for additional flexibility to currently used work methods and, based on this, telework rose as one important topic to be further discussed and examined.

Another strong inducement for trying out telework company-wide were the results of the extensive personnel survey conducted in summer 2015. This type of personnel survey is currently done yearly and the results are compared with those of a suitable reference group in order to get the actual standing of the company compared to others in the same industry. This survey showed in 2015 that the personnel's work motivation,

commitment to the company, and the general image of the company were at a disconcertingly low level. Consequently, by implementing telework and allowing more freedom for the personnel to perform their tasks as they like, the company hopes to get a positive impact on all aforementioned issues.

A five-month long telework pilot project was launched in 1st December 2015. Basically everybody was allowed to participate in the pilot program; however, the groups whose nature of the work was considered by the administration wholly unsuitable for it (based on the importance of continuous attendance and/or physical tasks; approximately 30%-40% of the personnel) were left out of the pilot. This pilot project, and a study concerning its success, form the basis of this master's thesis.

The case company has, in fact, conducted one earlier study in 2011 concerning telework practices, with a small group of employees that were allowed to implement it in their own work already prior to the pilot project. This survey was considerably concise contents-wise and, out of 40 respondents, only five shared their thoughts and opinions in the open-ended questions. This is why the earlier study on the topic is not given much standing in this master's thesis; nonetheless, the following issues still came forth: dysfunctional IT, lack of trust between supervisors and employees, inability to evaluate the true time the planned tasks will take, weak tools for following the success of telework days, unclear guidelines, and company culture that counts the worked hours rather than achieved results. These topics will be touched upon anew in this master's thesis.

2 OBJECTIVES OF THE RESEARCH

The purpose of this master's thesis is to give the case company a clear standing concerning the future possibilities of telework in case the telework practices are being solidified with the rules tested in the pilot project. Another aim is to give the managers and supervisors tips on how to approach telework; as this flexible form of work is new at the case company, it takes time to adapt to new leadership practises. Measuring the

effectiveness of telework is a new concern for this company where leadership has always been based on following the employee's presence at the office, and the case company now ponders how to handle the issue of measuring work results rather than work time. This culture is still foreign for many and changing it will take some time.

The case company also wants to verify the assumed benefits of telework: was the decision to adopt this flexible work method serviceable? Accordingly, also the possible challenges are an issue of interest, in case they can somehow be circumvented.

This master's thesis seeks answers to the following questions:

1. What is the desired status of telework at the case company?
2. What professions most used the possibility to telework during the pilot project?
What were the main reasons for not trying telework?
3. Attitudes towards the telework model: how did both supervisors and subordinates experience the general idea of telework and following results instead of time? What is the state of trust?
4. What are the main challenges and benefits of telework observed during the pilot project?
5. To what extent the supervisors and subordinates at the case company pre-planned the tasks for telework days and followed the reached results? Did they consider it practical?
6. How did the telework possibility affect work motivation, commitment and company image?

This master's thesis does not delve into the subjects of ergonomics and functional IT systems, which are also required when introducing functional telework. The case company has already contributed extensively to modern IT solutions. Ergonomics, with this chosen work method, is wholly dependent on each teleworker's personal arrangements at home or other chosen place of work.

3 DESIGN OF THE STUDY

3.1 Methodology

Telework as a research subject is strongly linked with management and organizational behavior issues as well as human behavior issues in which the research subjects and their actions and opinions have a great impact on the results of the research. Every person conducts and views telework in their own way as a flexible work method. Therefore, the empirical part of this master's thesis endorses the philosophy of *interpretivism*. With interpretivism, it is necessary for the researcher to understand differences between humans in the role of *social actors*; the researcher must adopt an empathetic stance with the challenge to enter the social world of the research subjects and understand the world from their point of view. This philosophy is recommended for business and management research, particularly in such fields as organizational behavior and human resource management. (Saunders, Lewis & Thornhill 2006, 106-107).

The approach to the research is *inductive*; the idea is to get a feel of what people thought of the telework pilot, to understand better the pros and cons of the work method and, from these answers, formulate a "theory" of how telework should best be implemented in the case company. There may be alternative explanations for the actions of people, and particular concern is with the context in which the events are taking place. (Saunders, Lewis & Thornhill 2006, 118-119.)

The research design (Figure 1) is a combination of research strategies, research choices, and time horizons. With this master's thesis, the chosen strategy is *case study*, with some features from the survey approach. The case study strategy generates answers to questions "why?", "what?" and "how?" which makes it good for explanatory and exploratory research. Data collection techniques may be various and used in combination. (Saunders, Lewis & Thornhill 2006, 132-139.) This master's thesis is a single case study, with one case company, and the data collected with this method will be qualitative.

The data collection choice in this master's thesis will be *multiple methods*. There will be the results of two questionnaires concerning the telework pilot project, as well as secondary data of the work hour allocations during the pilot. These two methods will produce both quantitative and qualitative data to be further analyzed, which makes this a *mixed model research*. This type of research combines quantitative and qualitative data collection techniques and analysis procedures as well as combining quantitative and qualitative approaches at other stages of the research such as research question generation; meaning one can collect quantitative data and qualities it by converting it into a narrative that can be analyzed qualitatively – as well as quantitize qualitative data by converting it into numerical codes so that it can be analyzed statistically. (Saunders, Lewis & Thornhill 2006, 145-146.)

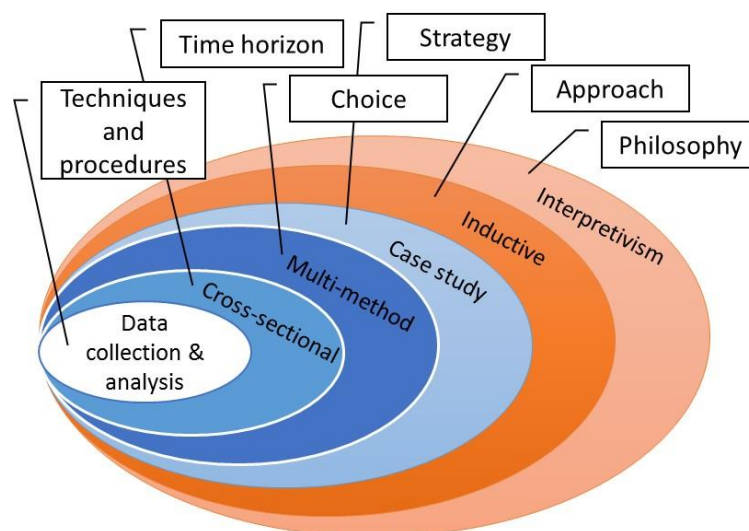


Figure 1. Research Design adopted from the Research Onion by Saunders, Lewis & Thornhill (2006, 132).

The time horizon for this research is cross-sectional, as this research focuses on a certain limited time frame during which the data collecting is being made. (Saunders, Lewis & Thornhill 2006, 148.) The main outcome of this master's thesis will be descriptive, however certain issues will be handled with testing theory by using hypotheses.

3.2 Data collecting

This master's thesis uses both primary and secondary data. Primary data collecting for this master's thesis is mainly done with questionnaires. Questionnaires can be used for descriptive or explanatory research, which is fitting for the purposes of this study. Questionnaires can be self-administered or interview-administered, and the type for this master's thesis is self-administered, Internet-mediated questionnaire. (Saunders, Lewis & Thornhill 2006, 356.) In particular, the data of this master's thesis is based on the results of two separate self-administered questionnaires done via an online survey tool Webropol: one questionnaire for the personnel (potential teleworkers) and another one for the supervisors of the case-study company. The questionnaires include both structured and open-ended questions.

These two questionnaires will be hereafter referred to as follows:

1. *Telework Questionnaire for Employees*: large questionnaire aimed for the entire personnel. This questionnaire has two respondent groups: the teleworkers and the non-teleworkers. Appendix 2.
2. *Telework Questionnaire for Supervisors*: questionnaire aimed for the case company's supervisors. Appendix 3.

For the research objective 1 (What is the desired status of telework at the case company?), the chosen method will be an open email question to the CEO of the case company. This statement is also part of primary data collecting.

For the research objectives 3-5, this research will gather descriptive data with both structured and open-ended questions. The objectives dealt with 3) how the general idea of telework and following results instead of time was received, and what was the state of trust, 4) main challenges and benefits of telework observed during the pilot project, and 5) pre-planning and follow-up of telework days. Great emphasis will be on open feedback given freely by the respondents, reflecting their genuine opinions. Also quantitative data will be interpreted in a qualitative way for these questions when it comes to the structured part of the research questions.

Concerning objective 6 (How did the telework possibility affect work motivation, commitment and company image?), the research approach will be testing theory. According to theory, the benefits of telework include 1) improved work motivation, 2) increased commitment and 3) improved company image (Helle's (2004, 17-25; Verburg et. al. 2013, 67-79; Etätyöbarometri 2013). Theory will be tested with following yes/no hypothesis pairs:

H₁: Telework improves work motivation

H₀₁: Telework does not improve work motivation

H₂: Telework improves commitment

H₀₂: Telework does not improve commitment

H₃: Telework improves company image

H₀₃: Telework does not improve company image

The variable type for these hypotheses will be *opinion variable* that records how respondents feel about something or what they think or believe is true or false. (Saunders, Lewis & Thornhill 2006, 362.)

For the first part of objective 2 (What professions most used the possibility to telework during the pilot project?) this master's thesis exploits secondary data that comes in the form of work time allocations. Work time allocations reveal those employees that most have applied telework in their own work during the pilot project, and via this information both the employee's profession can be tracked. For the second part of this objective (What were the main reasons for not trying telework?) the results come from the two questionnaires mentioned earlier.

This master's thesis will also refer to the pilot project's telework guidelines (Appendix 1) as secondary data insofar as they are touched upon when analyzing the results.

The author has also decided to take advantage a few personal observations made in 2016 and 2017, however these are not in a foremost role.

3.3 Defining the target group

For questions where the main purpose is to describe population's characteristics at a fixed time, one would normally need to administer a sample that is as representative and accurate as possible where it will be used to generalize about the total population. (Saunders, Lewis & Thornhill 2006, 361.) However, the idea of the case company's telework pilot project was to encourage everybody to take part in it. Basically everybody could attend also in reality, excluding certain profession groups whose nature of the work was not considered suitable for telework by the management. As the case company wanted to promote telework as a new work method, it wanted to give equal possibilities for everyone to take part in both the pilot itself and the questionnaires concerning it. This is the basic reason for why this master's thesis' target group for the two telework questionnaires is so extensive: it is easier for the personnel to accept a new work model if they are included in its introduction.

The questionnaires were sent to the entire personnel with two different versions: one to everyone, and one to the supervisors. By involving as many as possible in the pilot project and in the process of giving feedback from it, including both supervisors and subordinates, successful implementation of telework became a common goal. As Neufeld & Fang (2005, 1047) have observed, organizations that wish to promote effective telework should engage in such activities that engender positive beliefs and attitudes towards telework among their employees. This is how the case company wanted to act; to enhance the positive sides of telework in an environment where such a flexible work method was not formerly allowed but for a few selected, and the idea of following results rather than work time was new.

However, there are still three smaller groups separated from this large mass for more detailed observations: the teleworkers, the supervisors, and those who did not try telework during the pilot project.

The CEO was chosen as the one to give the statement concerning the desired future of telework for the CEO has the biggest influence on the company culture, which is the basis for telework's success.

3.4 Theoretical Framework

The theoretical framework (Figure 2) of this study is based on finding such elements and practices in an organization that best enable carrying out telework successfully; this is building capacity for a telework-supportive company culture, on top of the essentials such as legislative requirements and functional information technology. Under the umbrella concept of e-work, there are several flexible work models with little variance, of which there is a brief overview in the later chapters. Telework is one of these models and the one that is used in the case company of this study.

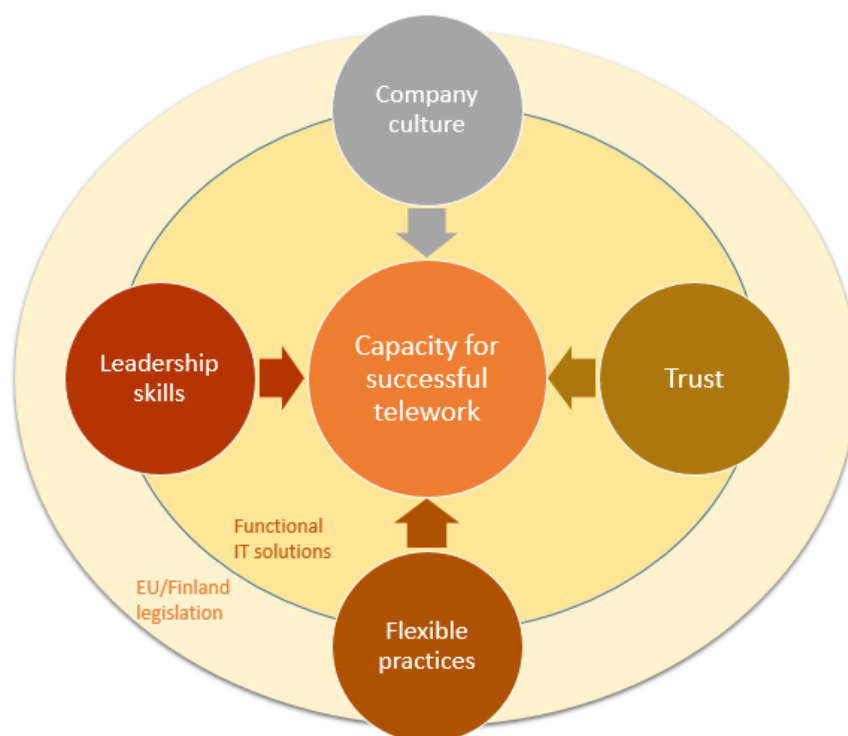


Figure 2: Theoretical framework: cultural implementation that is needed on top of judicial requirements and functional IT solutions. (Rossi 2012; Rossi 2015; Vilkmán 2016; Pekkola & Uskelin 2007; Toegel 2016).

First, the theory will describe telework as a concept and its status in both EU and Finland. Secondly, the study will delve into the topic of organization culture and leadership practices, including such concepts as mutual trust, work motivation, autonomy, work satisfaction and reverence towards the needs of subordinates. After this, the theory part will describe generally observed benefits and challenges of telework. Also the

practical side will be handled: what needs to be taken into account when introducing telework practices at a company.

4 TELEWORK AS A FLEXIBLE WORK MODEL

4.1 The concept of telework

Telework – or remote work, telecommuting – is a form of work which has been increasing substantially across Europe during the last twenty years. As a work model, telework is relatively new as it is concurrent with advances in technology such as the Internet, home computing systems and other telecommunication devices (Telework in the European Union 2010, 6). As a concept, it has been around since the early 1970's, altering the earlier patterns of work and creating complex aspects of work within the social tapestry (Pearlson & Saunders 2001, 117-125). It has been approached in many ways as a phenomenon: as an icon of technological innovation, as a 'new way of working' or as a modern lifestyle for young dual-career couples with children. (Jackson & van der Wielen 2002, 2.)

According to Johns & Gratton (2013) virtual work has gained its present form with three major change waves over the past three decades. First, home computers and e-mail offered both workers and employers new kind of flexibility and generated a crowd of virtual freelancers. Also marginalized talent – stay-at-home parents, care-givers, retirees, students – were now able to enter the labour market. Next, mobile technology and global teamwork made it possible for full-time employees to work anywhere and anytime, without giving up their career progress and development within their companies. Today, employers and workers have converged on new arrangements for knowledge work; there are new ways of providing community and shared space that are enriching a side effect of virtualization – worker isolation – and driving increased collaboration. (Johns & Gratton 2013, 9.) Getting detached from time and place, whenever it is possible, is the most modern view on doing work (Vilkman 2016a, 14). Telework is "presence in various spaces"; in addition to being physical and social, presence is also to be understood above all spiritual and intellectual (Pekkola 2002, 229).

Telework seems to have been a popular concept of study in the late 1990's and early 2000's; a vast number of references found for the foundation of this study dated back to these years when the development of information technology was rapid and continuously presented new possibilities for doing work more flexibly. Today, this flexibility is gaining in significance in the field of employment (Wyrzykowska 2014, 2015): electronic work is viewed as a chance to improve work productivity and work life quality; it enables the harmonization of work and family, and supports coping with work. It also allows more flexibility when choosing the place where to work or where to live, and decreases the amount of time used for commuting. (Ministry of Employment and the Economy, 2010.) It is also important to note other factors that are stimulating telework development, such as increasing competition on a global scale, limited resources of skilled labour in certain regions, sociodemographic changes, deteriorating working conditions, environmental pollution and the focus on restructuring and cost reduction (Wyrzykowska 2014, 220). National governments in the European Union advocate telecommuting both as a means to reduce traffic congestion and increase women's labour force participation (Peters, Tijdens & Wetzels 2004, 469).

European Commission's Framework Agreement on Telework (2002) describes telework as a "form of organising and/or performing work, using information technology, in the context of an employment contract/relationship, where work, which could also be performed at the employer's premises, is carried out away from those premises on a regular basis." Finnish Institute of Occupational Health (2014) describes telework as a work model that is independent from fixed workplace and work time, and includes three elements: flexibility of time, flexibility of workplace and the technical equipment that enables doing the tasks and keeping in contact with others. The tasks are done partly at home, or in varying employer's facilities, varying work locations, at customer's premises or when travelling. Pearlson & Saunders (2001, 117) approach telework as being mostly home-based, concerning those workers who regularly work at home for some portion of their workweek and use the Internet, dial-up lines or other forms of telecommunications as the link to their business offices. With prices for broadband data transfer and equipment decreasing throughout the EU, telework has also become less expensive to implement (Telework in the European Union 2010, 6).

Telework is not based on hierarchical management systems, but is ultimately about teleworkers leading their own work and using their own judgement. Telework is attached to finding a work environment where there are no distractions and where innovativeness can flourish; it is about working in both physical and virtual spaces, and utilizing various attributes of developing IT. The central benefits of telework are related to individual work processes, individual time management and organizing of one's own work space. (Pekkola 2002, 232.) When independency and individual control of work are at a high level, adjusting the contents of the work and managing time can be considered as employee's individual assets. From the perspective of teleworkers, work environment always presents itself as networks where the work input is formed via participation and consideration. (Pekkola 2002, 231.) Telework as a part of business strategy is first and foremost related to individual and voluntary work arrangements. It is also one way for business units to arrange work when aiming for efficiency and saving expenses. (Pekkola 2002, 231.)

Telework has requirements concerning organization structure, nature of the work, attributes of the teleworker and available IT that must be met before it is possible to implement telework practices (Helle 2004, 14). As the communication technology develops, work moves from physical surroundings into virtual surroundings, bringing along broader social circles than before. Combining the work processes ongoing in various spaces and modifying them with technology and organizational solutions is, for its part, simple efficiency: it is the challenge of controlling the work that affects both the individual and the organization. Telework is all about having the teleworkers at the top of this commercial and organisational development. (Pekkola 2002, 227.)

4.2 Collateral terms

The forms of work flexibility are talked of with many, often even overlapping terms. These various terms require carefulness and clear definition; it is important for both the speaker and the hearer that they understand the term in the same way. (Finnish Institute of Occupational Health 2014). Telework – or remote work – as a term has changed, depending on the nature of the work and the work process; from working in

various physical spaces (remotely) to working via IT networks simultaneously in several processes or chains of added value. The concept of telework in European discussion is now mending into the concept of e-work, which practically means working in a network environment. This development may lead in the future to the one-sidedness of the concept, for telework is strongly linked with the development of work and business processes that are manifested as e.g. network-like cooperation structures and multi-levelness of organizations' interfaces. The concept of telework is related to physical, social and psychical surroundings just as much as it is attached to virtual surroundings. (Pekkola 2002, 223.)

Even though telework is missing a generally accepted and globally used definition, all of its definitions still have common features. These features include that telework is always based on agreement between the employer and the employee, that telework is independent of any specific physical place, and that information and communication technologies are in a central role. (Oksa 2014, 22.)

For example, the following terms are being used collaterally with the term “telework” (Figure 3).

E-work: this refers to considerably vaster utilization of information and communication technology at work than just telework; it is an inclusive definition for all electronic work (Commission of the European Communities 2008). According to Finnish Institute of Occupational Health (2014), e-work means information- and communication-based work, strongly associated with flexibility, and the term is used in Europe to describe the diversity of telework.

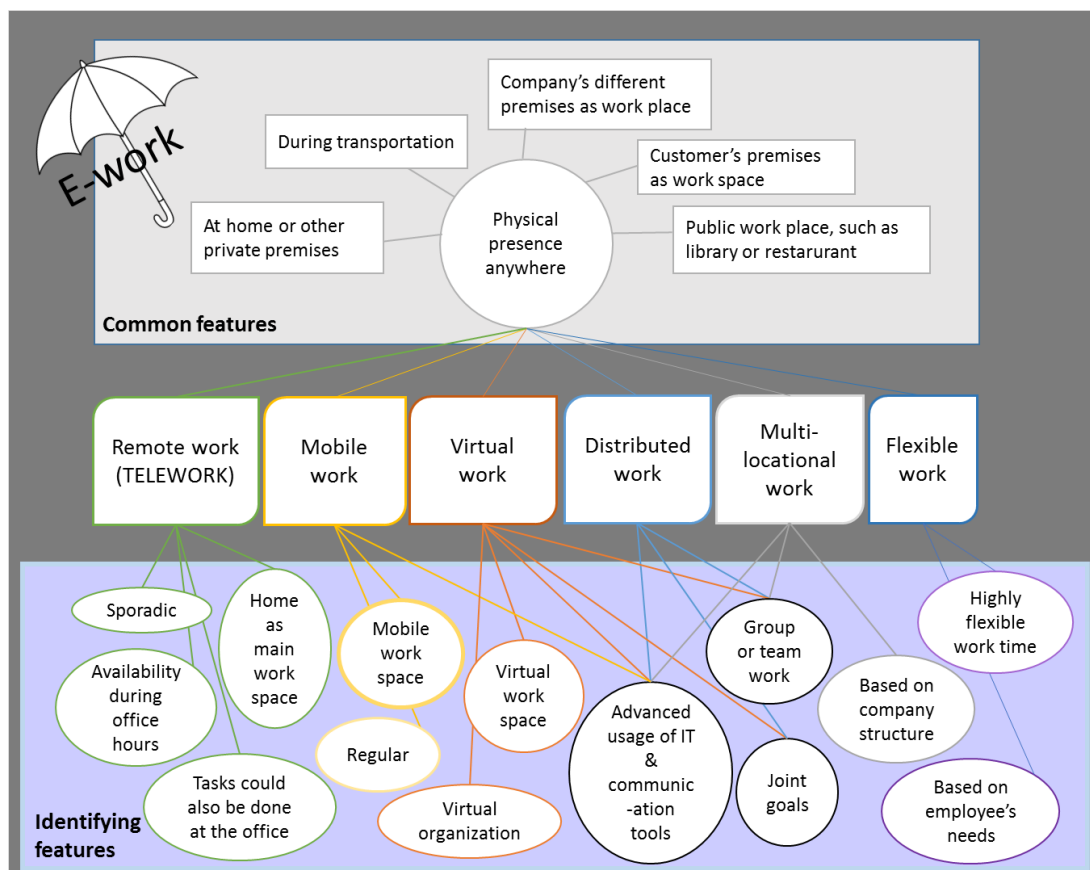


Figure 3: Different forms of E-work (Vilkman 2016a; Tekes 2011; Pearlson & Saunders 2001; Finnish Institute of Occupational Health 2014, Valtiokonttori 2013; Commission of the European Communities 2008).

Remote work (telework, telecommuting) is employment conducted outside the regular office with the help of IT; however the tasks are usually by nature such as could also be done at the office. Remote work can be continuous, regular or sporadic, and it is often also independent of work time and place; however it is often expected that the employee must be available during regular office hours. (Vilkman 2016a, 13; Tekes 2011.)

Flexible work or Flexwork: a work arrangement where the employee may choose the time and location of their work according to personal needs (Finnish Institute of Occupational Health 2014).

Distributed work or Multipolar work: a group of colleagues work for the same project from different locations. These locations may be e.g. main office, home, other employer's office, customer's/affiliate's premises, during transportation or in public premises such as restaurants, hotels or airports (Finnish Institute of Occupational

Health 2014). According to Tekes (2011, 18) distributed work means cooperation from multiple locations according to manually agreed division of work; a part of the team might work in the same premises while others work from elsewhere – or all of the team members might be geographically scattered. Distributed work is done either fully or partly by using information and communication technologies, and the workers aim for the same goal. Distributed work is sometimes called also *virtual work* (Vilkman 2016a, 13).

Virtual work means working in virtual work spaces built with infrastructure, IT-tools and software. A virtual organization consists of workers and teams that work separately but toward a shared goal, and where communication happens either fully or partly via IT- and communication techniques, and not so much face-to-face. (Finnish Institute of Occupational Health 2014; Vilkman 2015.)

Multi-locational work: work is performed in the main office, at home and also in other locations, such as employer's other offices, customer's/affiliate's premises, during transportation or in public premises such as restaurants, hotels or airports (Finnish Institute of Occupational Health 2014). Work is done in different locations, maybe in different districts, and the own team and supervisor may be scattered around the country. Also remote work, in attendance –work and mobile work are generally included in multi-locational work concept. (Valtiokonttori 2013.) According to Tekes (2011, 18) multi-locational work means working alone from differing locations and cooperating towards a shared goal from multiple work locations with the help of IT; the main office is just one of the possible work places.

Mobile work or Movable work: the employer is regularly (at least once a month) in motion outside of main office and home, and using electronic communication. The need for this form of work flexibility sprouts from the nature and the goals of the work. High-intensity mobile worker is such that works in aforementioned way at least 10 hours a week (Finnish Institute of Occupational Health 2014). In short, mobile work is doing work anywhere, with a laptop and cellular telephone to connect to the office (Pearlson & Saunders 2001, 117). The nature of mobile work is such where the place of work continuously changes; it is often also called multi-locational work. It may

contain IT and communication technology via e.g. smartphones. Examples of occupations doing mobile work are e.g. police officers, sales persons, and janitors (Vilkman 2015.) Mobile work, however, is not the same as telework (remote work), because the nature of the work requires leaving the chosen workplace. However, supervisors still need the skills for virtual leadership. (Vilkman 2016a, 15.) According to Tekes (2011, 18) mobile work means working at multiple locations and during travelling between them; the challenge rises from the amount of locations and how often they are being changed.

4.3 European Union's framework agreement on telework

On 16th July 2002, the central European Union -level social partner organizations formally signed a new EU-level framework agreement on telework. The Framework Agreement establishes a general framework of rules on telework. It aims to promote the development of this new form of work while safeguarding the protection of workers and the interests of employers; it stresses that teleworkers enjoy the same legal protection as employees working permanently at the employer's premises, as well as e.g. identifies the key areas requiring adaptation or particular attention when people work away from the employer's premises, for instance data protection, equipment, privacy, health and safety, organisation of work, training and collective rights. (Commission of the European Communities 2008.)

The agreement states that the signatory parties view teleworking as a way in which employers (both in the private and public sectors) can modernise work organisation and a way in which workers can improve their work/life balance and achieve a greater autonomy in the workplace. (ETUC, UNICE/UEAPME & CEEP 2006). The signatories of this agreement were: the European Trade Union Confederation (ETUC); the Council of European Professional and Managerial Staff (EUROCADRES); European Confederation of Executives and Managerial Staff (CEC) liaison committee; the Union of Industrial and Employers' Confederations of Europe (UNICE), the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME); and the European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest (CEEP) (Figure 4). (Broughton 2002.)

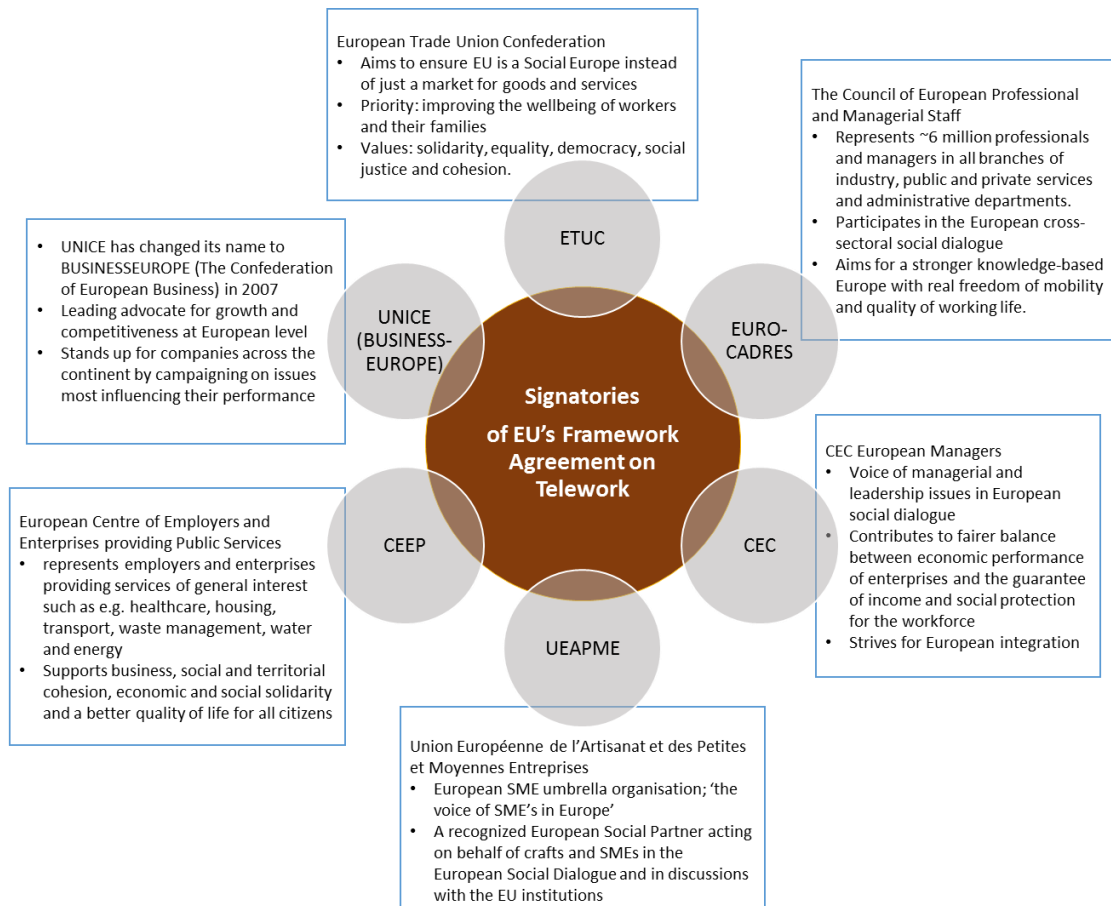


Figure 4: Signatories of European Union's Framework Agreement on Telework (The Confederation of European Business 2016; European Centre of Employers and Enterprises providing Public Services 2016; European Trade Union Confederation 2016; Union Européenne de l'Artisanat et des Petites et Moyennes Entreprises 2016; The Council of European Professional and Managerial Staff 2016; CEC European Managers 2016).

Consequently, the Finnish social partners concluded an "Agreement on implementation of the Framework Agreement on Telework" (Sopimus etätyötä koskevan puite-sopimuksen täytäntöönpanosta) on 23rd May 2005. This text was signed by those organisations regularly involved in collective bargaining in Finland and which are representative of both the private and public sector, i.e. the Confederation of Finnish Industries (EK), the Commission for State Employers, the Commission for Local Authority Employers and the Church of Finland Negotiating Commission for the employers, and the Central Organisation of Finnish Trade Unions (SAK), the Finnish Confederation of Salaried Employees (STTK) and the Confederation of Unions for Academic Professionals (AKAVA) for the trade unions (Figure 5). (Commission of the European Communities 2008).

The Finnish social partners' agreement does not have the legal status of a collective agreement, i.e. its provisions are not legally binding. However, the Finnish industrial relations system is strongly structured and the general coverage level of collective bargaining is high (up to 90%), so that relatively good take-up of the recommendations can be expected. A thorough analysis of the national labour legislation and collective agreements was conducted, and the conclusion was that no legislative amendments were necessary; many of the principles of the EU-level Framework Agreement are already enshrined in Finnish labour legislation. In fact, Finland's agreement also addressed certain issues that were not covered by the EU-level Framework Agreement at all; in particular travel costs, taxation and insurance coverage. Therefore, both the Finnish social partners and the Government consider that the legislation in force and the Finnish agreement concerning telework jointly cover all aspects of the EU-level Framework Agreement. (Commission of the European Communities 2008.)

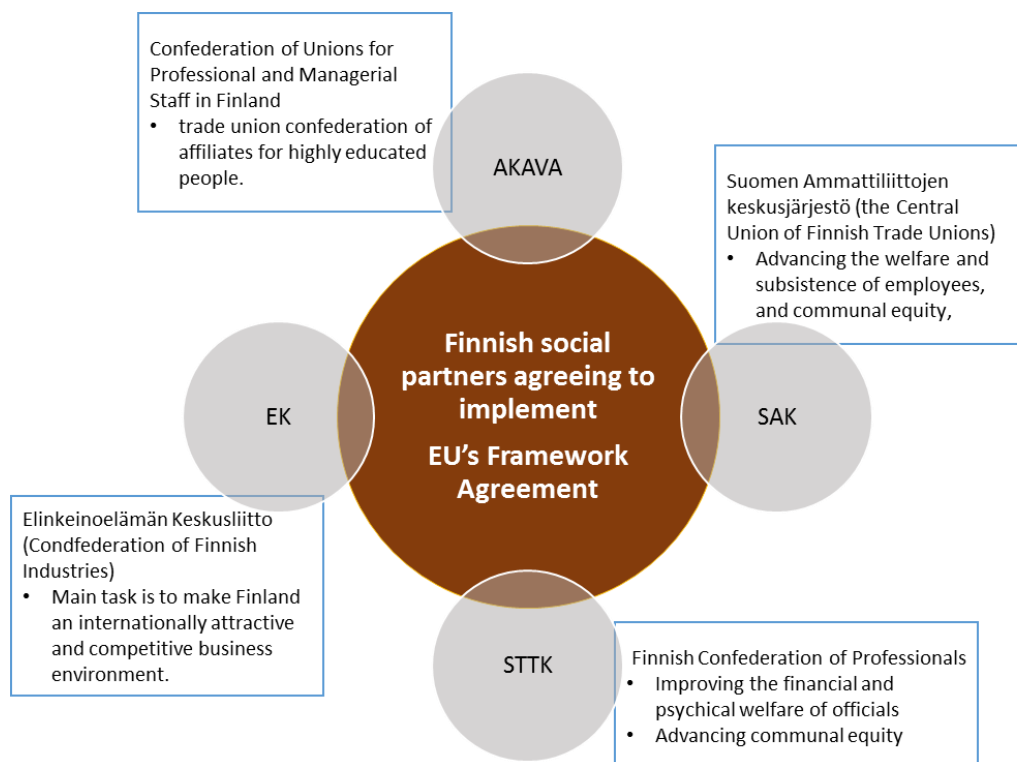


Figure 5: Finnish social partners agreeing to implement EU's Framework Agreement (The Central Union of Finnish Trade 2016; Confederation of Finnish Industries 2016; Finnish Confederation of Professionals 2016; Confederation of Unions for Professional and Managerial Staff in Finland 2016).

The Framework Agreement on Telework states that telework is voluntary for the worker and the employer concerned. Telework does not affect the teleworker's employment status, since it only modifies the way in which work is performed. If telework is not part of the initial job description, the decision to pass to telework is reversible by individual and/or collective agreement at the worker's or at the employer's request. Regarding employment conditions, teleworkers benefit from the same rights, guaranteed by applicable legislation and collective agreements, as comparable workers at the employer's premises, even if complementary collective and/or individual agreements, in order to take into account the particularities of telework, may occasionally be needed. (Commission of the European Communities 2008.)

When implementing telework one must also take into account what the EU's Framework Agreement on Telework states. For example, worker representatives are informed and consulted on the introduction of telework in accordance with European and national legislations, collective agreements and practices. The standards of work time arrangements, work performance and workload of the teleworker are equivalent to those of comparable workers at the employer's premises, as well as subject to applicable legislation, collective agreements and company rules. Teleworkers have the same collective rights as workers at the employer's premises, and the employer must present the teleworker the opportunity to interact and meet with the rest of the working community on regular basis to avoid isolation, including giving the teleworker equal access to company information. Teleworkers must also have the same access to training and career development opportunities as comparable workers at the employer's premises and are subject to the same appraisal policies as the other workers. Teleworkers and, in so far as needed also their supervisors and direct colleagues, are to receive appropriate training targeted at e.g. the characteristics of this form of work and its management. (Commission of the European Communities 2008.)

The Framework Agreement also states that the employer must respect the privacy of the teleworker and, if monitoring system of any kind is put in place, it needs to be proportionate to the objective and introduced in accordance with Directive 90/270 on visual display units (Commission of the European Communities 2008). The employer is responsible for the protection of the occupational health and safety of the teleworker in accordance with EU directives, national legislation and collective agreements, and

is consequently also responsible for informing the teleworker of the policies concerning aforementioned matters. The teleworker applies these safety policies correctly and, in order to confirm the matter, the employer, workers' representatives and/or relevant authorities have access to the telework place; however, if the work is done at home, such access is subject to prior notification and the teleworker's agreement. (Commission of the European Communities 2008.)

The employer is also responsible for taking the appropriate measures to ensure the protection of data used and processed by the teleworker for professional purposes, especially with regard to software, and also informs the teleworker of all relevant legislation and company rules concerning data protection, as well as of the sanctions in case of noncompliance. It is the teleworker's responsibility to comply with the rules given by the employer. (Commission of the European Communities 2008.)

Concerning work equipment, liability and costs are clearly defined before starting telework. Usually the employer is responsible for providing, installing and maintaining the equipment necessary for regular telework, as well as providing the teleworker with an appropriate technical support facility. If telework is performed regularly, the employer compensates costs that are directly work-related, in particular those relating to communication. Also, in accordance with national legislation and collective agreements, the employer also takes care of costs for loss and damage to the equipment and data used by the teleworker; however, it is the teleworker's responsibility to take good care of the equipment provided and to evade handling any illegal material via internet. (Commission of the European Communities 2008.)

4.4 Telework in Finland

The break-through of telework in Finland has been long coming, but international conversation has been a distinctive hindrance for adopting telework in Finland as rapidly as otherwise might have been possible; tales of teleworkers' low employment security, lack of social benefits and being detached from collective labor agreements have been creating doubts, even if they do not answer Finnish reality (Pekkola & Uskelin 2007, 3-6). Also, many organizations in Finland still hold tightly controlled and work-time-

based work in high value, which slows down the acceptance of telework on the whole (Vilkman 2015); the biggest blocks for telework to become more common in Finland are the traditional style to lead and manage work, and the deep-rooted, old-fashioned ways to organize work (Helle 2004, 14). Despite this, according to Work and Health 2012 –survey by Finnish Institute of Occupational Health, work that is independent of time and place is becoming more common, backed by the development of network production, knowledge work and IT. Work is done in multiple places instead of just one work station. Work days are spent with the customer or affiliate, at home or in means of transport, or at another office of the company. This means that work is more often being done in places that are not designed for it. At the same time, work time, cooperation and interaction are being regenerated and built in a new way. (Finnish Institute of Occupational Health, 2014.)

The positive effects of telework in Finland are related to the fact that the well-considered usage of both technological and social solutions often supports work performances. (Pekkola 2002, 230). Finland is actually one of European Union's leading countries implementing telework. Looking back in 2005, according to a study of the European Foundation for the Improvement of Living and Working Conditions, altogether 10,6% of Finnish employees were doing telework for a quarter of the time or more, allowing the 7th place among the at-the-time 27 member states of European Union, the Czech Republic being in the lead with 15,2% (Telework in the European Union 2010, 4).

Today, Finland is one of the top countries when it comes to telework applications. It is difficult to estimate the exact amount of teleworkers, since the definition of telework varies from one report to another; the estimations range from 5% to near 20% of Finnish employees. (Finnish Institute of Occupational Health 2014.) Finnish Institute of Occupational Health has been surveying telework since 2003 and, according to the Work and Health 2012 –survey, the percentage of teleworkers grew from 2003 to 2006 from 10 to 15. In 2012, at least sporadically teleworking were 16% of the respondents. It seems the growth of telework in Finland has declined since 2006. (Työ ja terveys Suomessa 2012, 75.) The challenge of comparing different statistics rises from multiple definitions of telework. Statistics are majorly based on sporadic questionnaires and

there is no official information available of full-time telework in countries of high technology. (Oksa 2014, 22)

In Finland, telework is viewed as a flexible work arrangement especially for knowledge workers and managerial employees (Pekkola 2002, 240). Socio-economic situation seems to have a great impact on telework; the study of Helminen et. al. (2003, 46) claims that managerial employees used the opportunity to telework significantly more (telework percentage considerably over 10) than either lower-level employees (telework percentage less than 4) or manual workers (telework percentage less than 1). Accordingly, the study also showed that those with a high educational level used telework more (scholars 24%, master-levels 15%) than those with lower-level degrees (secondary education less than 3%, although highest in number). This observation from 2003 is backed up by Work and Health in Finland 2012 –survey, with the statement that the most active multi-place and mobile workers are the managerial employees, the highly educated, the leaders, the specialists, and the experts (Työ ja terveys Suomessa 2012, 77).

The study of Helminen et. al. (2003, 45) indicates that telework in Finland is most popular among people between ages 25-40. Reasons for this were assumed to be the capability of adapting easily to different forms of work at such age, and family reasons, such as child care. For respondents under 25 years old, it was noted that most of them were still studying and thus not fully active in work life. The reasons for doing telework were often also haste and accumulation of tasks, and family reasons (Helminen et. al. 2003, 36-37). The distance to work is a significant factor for adopting telework for those respondents who live far away from their workplace (over 50km's distance). These notions are supported by the telework barometer commissioned by Microsoft Ltd from Qualitem Ltd in 2013 (Etätyöbarometri 2013); according to its results, implementing telework is most popular with those employees who live at a distance from the workplace, are managers, or have a family with young children.

The positive observations about telework, according to the barometer, were that people get more done during a telework day than at the office; it makes the life easier especially for families with small children, and adds productivity and efficiency. Telework also enables the employee being part of the work community independent of the work

place, and helps in increasing welfare at work, and improving the employer image. (Etätyöbarometri 2013.) When looking at the matter from the employers' perspective, 86% of the SME's in the study of Harju et. al. (2007, 12-17) consider one of the biggest benefits of telework the increase of efficiency in both working and time usage. Also the ability to work near the markets and the customer base via e-work possibilities was considered an averagely important reason for adopting telework.

According to Etätyöbarometri 2013, three of the most significant reasons for not implementing telework are the nature of the work (requires physical presence), missing guidelines and the fear of telework alienating the employee from the work community. In the companies already implementing telework practices, three most notable challenges were reflectively the nature of the work (requires physical presence), the inadequacy of the supervisors to lead telework, and the feeling that telework brings along inequity. (Etätyöbarometri 2013.) When talking about Finnish SME's, the most typical reasons for not implementing telework are related to telework not being viewed at all practical for the business and its productivity: reorganizing of work must offer some added value to the business as e-work (including telework) is not an intrinsic value. Second most common reason for Finnish SME's for avoiding telework is that when work is done outside the office, managers cannot control and monitor its progress. The reason behind the actual need to monitor work was left unmentioned in the study; however, the study does claim that lack of trust between the employer and the employee is not a key issue since these problems were only rarely mentioned. Nevertheless, companies first wish to observe the achieved commercial benefits of other companies before making their own decisions about telework, and see how they have overcome the challenges with regard to monitoring and controlling work. A part of the SME's might have prejudices against e-work and its functionality due to simple lack of adequate information about its benefits and about new models of organizing work, which consequently resulted in decreased interest towards telework (Harju et. al. 2007, 12-17; 78).

Those companies with just one office felt the challenges of telework greater than those with multiple offices; this might be because when located in different places, the benefits with regard to functionality of work community can be observed more clearly and consequently the threshold for adopting telework is lower. Accordingly, telework

seems to be more popular when there are multiple offices instead of just one, and when the amount of personnel is large rather than small. Multi-office companies and those that are practicing trade are slightly more interested in furthering e-work practices than the others on average. (Harju et. al. 2007, 12-17). Work and health in Finland 2012 – survey indicates that when working outside the main office, the most often used alternatives were the employer’s other office or the customer’s/affiliate’s premises (30%) and home (29%). Working with the customer/affiliate or the company’s other office is more popular with men (sporadically 34% / regularly 22%) than women (sporadically 26% / regularly 14%). While commuting, regularly teleworked 13% of men and 5% of women. In another public undefined place in 2012 worked 10% of men and 5% of women. (Työ ja terveys Suomessa 2012, 76). With managerial employees, men work when travelling, or while with customer or another office of the company, more often than women – and women work more often than men at home (Uhmavaara et. al. 2005, 46).

In 2020, the Y-generation – those who were born 1980-1990 – will rise as the largest age group in work life in Finland. This group will be composed of people under 40 years of age, and they are the offspring of an abundant, urban and global market and media culture. They think globally, have large networks and international friends. (Vesterinen & Suutarinen 2011, 104; 119.) For these “digi-natives”, computerized life is considered self-evident and they master all technological solutions better than prior generations. They will want to use the very latest IT solutions and applications as well as the entire pallet of interactive channels; access to these might even be the criteria for choosing their employer. (Vesterinen & Suutarinen 2011, 119-122.)

With the entrance of the Y-generation to the labour market, the companies must realize these people have grown up in an entirely different culture than the older generations: a postmodern culture which is strongly medialized and is fast-moving, and through which this new generation views themselves. This generation emphasizes – instead of high salary and status – the possibilities of self-actualization and of doing interesting tasks. As for the requirements of commitment, especially good work community, good leadership, being able to participate in everything, and the harmonization of work life and personal life are being highlighted. It is evident that the arrival of the Y-generation will lead to major changes in the work culture – but this should be seen as a possibility

rather than a challenge. This generation requires much of that which is going to secure the employees' well-being at work in the long run – but also creates those conditions for the companies that enable them to secure their very competitiveness in the future. (Vesterinen & Suutarinen 2011, 52; 105.)

5 FUNDAMENTALS FOR SUCCESSFUL TELEWORK

5.1 Company culture and trust

The nature of company culture plays a significant role when talking about the chances of success for telework. Also approving new forms of work is a key requirement for successful telework. The organization's policies and culture must be developed from controlling towards trust-supportive; in fact, lack of trust is a fundamental barrier for a strong telework-supportive company culture. (Finnish Institute of Occupational Health 2014; Pekkola & Uskelin 2007, 14; Rossi 2012, 93).

An inspiring company culture supports the self-governance of the personnel and leads to better success and productivity at work than a culture based on strict monitoring. A trust-based company culture supports the personnel's motivation and their individual aspirations for success, consistently leading to higher profits for the company (Rossi 2012, 17-26). When the degree of virtual work and dispersed work settings is high, in order to be successful in terms of accomplishing tasks under conditions of limited face-to-face interactions, diversity and mediated electronic interactions among team members, supervisors must pay attention to the importance of open communication and clear communication rules as the basis of mutual trust. Also the general support of the company in the form of policies, tools and infrastructures, rewards, and incentives forms a good basis for faster project conduct. (Verburg et. al. 2013, 67-79.)

Hunton & Norman (2010, 68-69) have observed that the recurring theme in telework studies seems to be that employees are more loyal to the company because they appreciate the autonomy and improved quality of life that telework as a flexible work alter-

native offers. That is, providing employees with certain telework arrangements improves their commitment to the organization and their task performance. Rossi (2012, 32) also claims that too many company rules and restrictions have a negative impact on both initiative and innovativeness; instead of preventing a small part of the personnel abusing given independence, the rules ultimately form the basis for institutionalized mistrust and the initiative and creativity of the rest of the personnel will be chained. It would be better to deal with observed malpractice by facing the culprits directly, instead of chaining the entire potential of the company for precaution.

Rossi (2012, 37-42) speaks of a certain Giftwork-culture (Table 1), which is a notable upgrade from traditional trading culture; while trading culture is merely based on impersonal transactions between the employee and the customer, the Giftwork-culture is based on personal interaction; it is composed of generosity, originality, compassion, and an all-encompassing way of thinking and doing things in a way that exceeds all expectations. Giftwork culture happens when someone gives more time, trouble, energy, attention, or caretaking than what is expected. As the customer experience basically forms within the framework of company culture, the company management should exercise the Giftwork-culture towards their employees: after all, the employees reflect the way they are themselves being treated by the company straight to the customers. In the Giftwork-culture, employees are basically seen as responsible individuals who are being given responsibilities and chances to succeed, to grow, and actualize themselves. (Rossi 2012, 37-42.)

The most pivotal result of an inspiring company culture is that the employees will commit themselves to the company's mission on their own volition, and do their best for it, without any kind of special programs aimed to enhance motivation and commitment (Rossi 2012, 90); that is, the employees will get motivated and committed to the company all by themselves if they are being treated with respect, allowed the benefit of mutual trust and given an inspiring working environment (Rossi 2012, 25). After all, the employee's decision to give their best to the company is an emotional process, strongly based on the feeling that their work is significant and appreciated (Rossi 2012, 93).

Table 1: Giftwork culture versus traditional trading culture (Rossi 2012).

	Trading culture	Giftwork culture
General features:	Minimizing, ordinary, impersonal, detached	Generous, unique, personal, encompassing
Recruiting:	Choosing people based on the skills and experience that are required at the job.	Searching people who can grow with the organization and whose values are in line with those of the company.
Inspiring to do one's best:	Communicating the strategic goals of the organization.	Helping personnel to understand how their work affects the company's particular mission and success. Encouraging personnel to cooperate in a way that enhances organization culture and values.
Communication	Information is shared when needed.	Information is shared in an all-encompassing way, often and via different channels, in order to ensure the personnel knows how they can each contribute to the company's success. Management communicates in person to give good example and promote open communication culture.
Listening	Employee's questions are answered whenever they are related to the company's goals.	Management makes itself easily approachable in order to encourage personnel to ask questions, convey concerns and give feedback.
Developing	Ideas are being asked from the personnel when there is willingness to increase productivity.	Management encourages employees to give ideas in order to promote their creativity. Management creates possibilities for the personnel to participate the decision-making that concerns their own work.
Appreciation and thanking	Employees are noticed for being committed to the organization.	A culture of appreciation is being created by rewarding the employees for good performance and extra effort, regularly and with surprising ways.
Personal development and growth	Employees are being offered training for developing the skills that are needed in their work.	A culture of continuous learning is being created by allowing the employees freely develop their talents and personal interests, and by offering multiple channels to grow both professionally and as a person.
Strong relationships and caring	Employees are being offered competitive benefits to support the harmonization of work life and social life.	Employees are being offered different kinds of practices and programs that answer straight to their specific needs when trying to harmonize work life and social life.
Leading and celebrating success	Organization's achievements are being announced to the personnel.	Organization's achievements are being celebrated with special ways to strengthen the culture of success.
Rewarding	Best performing individuals are being offered competitive compensation packages, mostly for only monetary results. System has cutters limiting rewarding.	The results of mutual efforts and achievements are being compensated generously and amply to all parties in multiple ways. System maximizes employee benefit.
Social responsibility	Executing identical projects with the competitors. Monetary donations; taking part in fundraising and functions if it is beneficial marketing-wise.	Giving generous and imaginative donations and participating in projects through which the company shares its success with the community by offering its resources and the time of its employees.

As already established, trust is an important factor for the success of telework. It is built primarily through interaction. If there is only little communication, there is only little interaction, and this consequently has a deteriorating effect on the feeling of communality. And when there is no feeling of communality, also trust suffers. Therefore, the supervisors must actively keep in contact with their subordinates and be interested in them, especially if telework is practiced frequently. (Vilkman 2016b.)

Vilkman (2016b) presents four different levels of trust that may help with building it (Figure 6). *Know-how trust* is about how we experience the competence of the other; do we trust that they know what they are doing, and are fully capable of accomplishing the tasks given to them? *Agreement trust* is about the subordinate doing all that has been promised; it is based on past experiences and those the supervisor's current level of trust concerning how the tasks will presently be done. *Communication trust* is about the style of existing communication: do we interact in a way that generates trust? *Attitude trust* means, for example, that the employee can trust that the supervisor concentrates on advancing their communal interests instead of promoting those of their own. (Vilkman 2016b.)

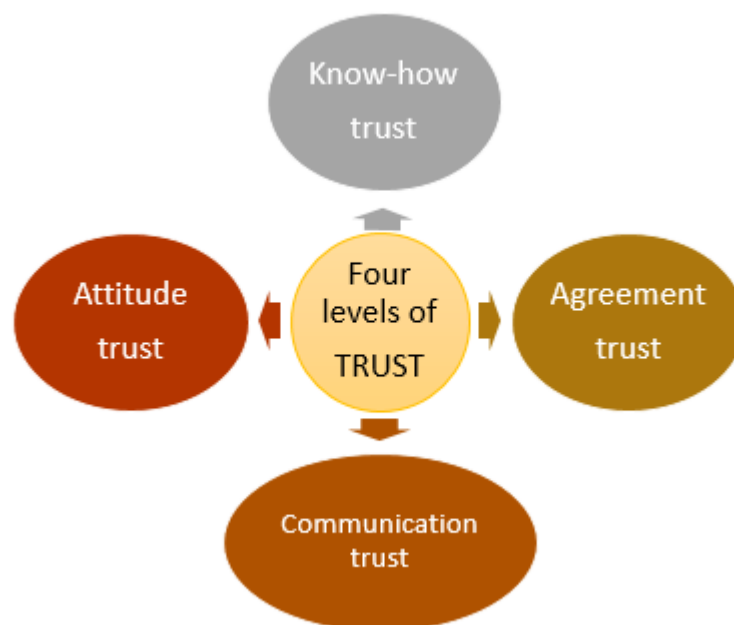


Figure 6: Four levels of trust (Vilkman 2016b).

Futurice, one of the best places to work in Finland, claims that it's most pivotal success factor is it's personnel, backed up with an organization model supporting autonomy and inspiring company culture that enhances genuine care for both colleagues and customers. This culture is being built with freedom, responsibility and trust. (Rossi 2012, 108-112.) Considering this, it is important that the company chooses its managers based on how they are able to advance the right kind of company culture and values. Managers are in a key role especially when building trust. It is important to remember that lack of trust gnaws the aspired company culture; therefore the manager must either

start to trust their subordinates and lead them accordingly; or the manager has to switch the subordinates they do not trust, to enable the development of desired company culture (Rossi 2012, 92-93).

5.2 Leadership practices

The performance of employees depends on the quality of leadership (Rossi 2012, 20). Leading remote and virtual work is no more challenging than leading a traditional office team, but it is different. Similar leadership methods will not work for both; if the supervisor cannot change their leadership style, leading virtual work will indeed feel more challenging. Basically, it is all about adapting one's leadership practices to fit the new and altered work environment. If unsuccessful at this, it will prevent fully utilizing the benefits of telework. (Vilkman 2015.)

As already mentioned, flexible work arrangements require trust between employer, employee and rest of the work community (Harju, Tiihonen, Salonen, Ovaskainen & Ahlgren 2007, 17). The supervisors should consider both how they trust, and how they build trust; in addition to being able to trust own subordinates, the supervisor must convey them trust in return. (Vilkman 2016b.) Organizations providing employees with flexible work methods are visibly demonstrating their trust and support for employees' well-being, leading to increased attachment to the organization and overall satisfaction. Employees have an increased sense of control over their lives due to the opportunity to work during times more suited to personal needs (Scandura and Lankau 1997, 380), and being detached from the usual work environment also often leads to the employees getting the most brilliant ideas (Rossi 2012, 29).

Supervisors should inspire their subordinates to work together towards a common goal: this advances interaction and ambiance, with virtual teams in particular. Also, they should concentrate more on leading people instead of errands, thus allowing more independency and responsibility for the subordinates. (Vilkman 2015.) For dispersed project work, the most important conditions actually are support and resources a company provides, rules of communication and its clarity, project management style and goal-setting, and managers' competences and trust in a team. These bring out such

benefits that are viewed typical for fully virtual teams: faster project conduct, increased project control, alignment and shared goals, stronger focus on work than politics, and improved work motivation. (Verburg et. al. 2013, 67-79.)

Advancing telework practices is basically about supporting innovative, productive and humane work arrangements; it gives the company a modern image, such that emits caretaking for employees, environment and community. Successful telework requires not only functional information technology but also completely new ways to organize work itself; open communication and the balance of trust and responsibility are in key positions. (Pekkola & Uskelin 2007, 3-19). With virtual leadership, the supervisor may not see the employee in person daily, weekly or even monthly. This is why virtual leadership requires the skills of good people leadership and utilizing the knowledge- and communication technologies diversely. (Vilkman 2016a, 15.) However, the management should pay specific attention to sufficient face-to-face encounters with the personnel; this is how they can try to open their minds to fresh ideas and consciously avoid thinking of possible obstacles in the way of development first. (Rossi 2012, 24.)

In practice, adapting telework can mean e.g. new ways to motivate personnel, new ways to communicate visions and create collective company culture, new ways to think of how work should be done and what the organization should look like. Regularly questioning one's own beliefs and functions, as well as those of the subordinates, will assist in finding new and more functional ways to operate. (Vilkman 2015.) A stimulating work environment can be used as a tool of inspiring leadership. By offering flexible work methods for the personnel provably leads to increased trust; the personnel begins to lead itself and learns the right work pace on their own. Watching over the employees and their doings too tightly only spoils functional work environment. At least, this is how things are currently viewed by the CEO of Elisa Oyj, a Finnish telecommunications, ICT and online service company, where telework was declared as general and equal work method for all in 2012. This declaration resulted in crucial change of attitude towards telework: when formerly the employee had to predicate the need of working remotely to their supervisors, presently the supervisors must predicate why the employee should spend the day at the office. At Elisa Oyj, telework is now seen as one way to increase productivity, improve customer oriented approach, and reduce the company's carbon footprint. Telework at Elisa Oyj is about transferring

responsibilities to the employee; instead of going on autopilot to work at the office, the employees are encouraged to think by themselves what they can do for the company, and if they can do it someplace else instead. (Raeste 2016.)

In order to capitalize on this era of increased virtual work possibilities, employers should rethink their views on the following five dimensions: 1) The strategy behind the design of work arrangements, 2) The settings in which work is done, 3) The organization of workflows and how individual contributors add value, 4) The technologies used to support higher achievement, and 5) The degree to which employment arrangements are tailored to individuals (Johns & Gratton 2013, 9). Success will require that employers encourage and support individual work preferences and customize approaches to engaging and motivating differing work personalities. This will entail a delicate balance between best practices and flexible accommodations. Most work environments have committed heavily to standardized HR practices in the interests of fairness and efficiency, yet this one-size-fits-all –assumption ignores the fact that wants and needs vary even over the span of an individual career. (Johns & Gratton 2013, 8).

Vilkman (2015) reminds that leadership is about combining people, not technologies; with telework, it is easy to pay too much attention to technology. Successful virtual leadership requires taking notice of the issues mentioned in table 2.

Table 2: Twelve attributes for successful virtual leadership (Vilkman 2015).

1	2	3	4	5	6
Open communication culture	Communal guidelines and processes for working	Building co-spirit and trust	Being more of a coach than a supervisor: alteration from giving answers to asking good questions	Adequate coordinating of operations and sufficient communication within the team	Open, solution-centered and positive attitude
7	8	9	10	11	12
Regular feedback	Taking time to sharing and clarifying the vision and goals	Acknowledging the varying needs of the employees in different locations	Sharing leadership with the team; freedom and autonomy create trust	Empathy, stoutness, assertiveness and the ability to focus on the results	Finding ways to improve communications, taking notice of humanity and increasing social interaction

Today, employees are not as committed to the organizations as they formerly have been. They expect and demand more individualized leadership, constant opportunities

for development and better rewarding solutions. In the future, a great part of the new generations will be doing independent knowledge work that cannot be lead in traditional ways; this brings challenges to measuring work results and following the work's progress; challenges that may only be overcome by renewing old leadership practices. After all, leadership itself – despite the changes in work life – will have the same meaning and importance as always before: leading people to making results. Sheer independent leadership of one's very own self will not lead to success: there is a need for good leadership that inspires and motivates. In the future, organization's success will be dependent on the organization's skill to lead knowledge work. (Sistonen 2008, 16-19.) The key challenges in this leadership are the obscurity of the strategy and mission, inability to lead differences and individuals, inadequate knowhow about motivation and learning of individuals, an excessive amount of goals and indicators, pursuing of wrong outcomes, the seasonality of leadership, one-sidedness of adopted leadership practices, and overlooking the big picture (Sistonen 2008, 28). A model of a functional job description for teleworkers, related to these problems, can be found in chapter 6.3 (Figure 8).

As for the Y-generation that is currently becoming the largest age group in the labor market, leadership requires much of the aforementioned good practices. This generation simply wants more from the work life than what it now offers: it must be more personal, offer more possibilities and support more fresh ideas. Work must be motivating, inspiring, happy and fun, and flexible. These requirements form the future challenge of good leadership. The Y-generation will challenge old practices and demand to develop work life towards where personal expectations can be fulfilled. They want the meaningfulness and productiveness of work to strengthen in the changing operational environment of the companies. (Vesterinen & Suutarinen 2011, 53-54.)

5.3 Nature of the work

More and more jobs and tasks are becoming available for teleworking; even when the job cannot be entirely done remotely, a part of it still often can. Knowledge work is the most typical work type for telework, and it is the most common type of work for managerial employees. A growing part of the managerial employee job descriptions

allow utilizing telework either entirely or partly. (Helle 2004, 92.) It is also common that teleworkers are situated in jobs that are psychologically challenging; for example, telework is not so common e.g. in the field of primary production (Oksa 2014, 22). Industry itself does not seem to have much significance, save for construction business where work is done on the spot and results are tangible (Harju et. al. 2007, 12-17).

Helle (2004, 93-94) lists the features of the jobs suitable for telework as follows:

1. Independent tasks of a single worker
2. Clear goals and schedule
3. Work can be evaluated through reached results
4. Work does not require such special equipment or materials that are difficult to access from a distance
5. Work does not require constant managing, observing or support (directing and guidance)
6. Work is motivating and job satisfaction is based on more things than just external feedback
7. The nature of the job does not require constant and centralized resources at a certain physical place
8. Necessary communication can be performed via IT solutions.

Teleworkers in Finland are often teachers, specialists, designers, managers, and other supervisors (Uhmavaara et. al. 2005, 51). Tasks especially fitting for telework are e.g. composing of reports and research documentation, design work and other writing-based tasks that require good concentration (Helle 2004, 92-93). Also IT-designing, programming, marketing, and research- and development centered tasks are popular tasks with teleworkers (Uhmavaara et. al. 2005, 58). Telework suits well jobs where the work material can be carried along and/or is accessible by a computer – as opposed to those tasks that require the usage of large and expensive machines or equipment that simply cannot be done remotely. Also, telework is not usually applicable for jobs where personal contacts with e.g. customers, patients and students are essential. However, teachers for example have traditionally managed to do part of their work remotely, e.g. planning the courses and grading the exams. This kind of partial telework is consequently applicable to many other job descriptions where the majority of the

work must be done at the actual work place. Basically, all jobs except those that absolutely require personal presence at the employer's premises, are either fully or partly adjustable for teleworking. (Helle 2004, 92-93.)

At the case company, there are various types of professions with various possibilities for executing telework. The CEO and the managers of the case company spend a significant part of their work time by travelling, which is why they might be viewed as a group that is implementing mobile work instead of regular telework. In contrast, there are those job descriptions where telework is almost impossible: round-the-clock monitoring of the continuously ongoing production process, hands-on maintenance and reparation, and those service tasks that are focused on face-to-face interaction. These certain groups that require almost continuous presence at the work place form approximately 30-40% of the entire personnel. Also, there are those job descriptions that allow being absent from the office only sporadically, such as managerial tasks of the maintenance work and certain supportive tasks (e.g. mass print services, classroom training and visitor guides).

The majority of the teleworkers at the case company fall into the framework of implementing regular remote work, where telework is done 1-4 days per month; this group consists of e.g. planners, coordinators, IT experts, line managers and team leaders, researchers, specialists, and engineers. Out of this majority, there are a few job descriptions where it might be reasonable to allow implementing telework even more often; however the guidelines of the telework pilot project are the same to all. This practice stems for the want of equality towards all personnel groups as well as the wish to ensure no-one forms too great a distance from the work community. In short, at the moment, if there are tasks in the job description fit for being done elsewhere than at the office, the existing guidelines are applied systematically to everybody.

6 ISSUES TO BE CONSIDERED WHEN INTRODUCING TELEWORK

6.1 Needs analysis and good practices

Implementing telework practices requires awareness that in addition to the many advantages, telework has also drawbacks and carries risks applicable to not only teleworkers, but also to their employers that should be considered (Wyrzykowska 2014, 220). As telework has many possibilities of being implemented, considering e.g. time, place, available tools and motives (Pekkola & Uskelin 2007, 17), implementation may cause even burdensome challenges for the organization, such as developing leadership practices, improving communications, rearranging and redefining work, work time and roles, and creating new rules (Pekkola & Uskelin 2007, 14). It is good telework practice to pre-evaluate these possible risks and try to minimize their chance to actualize by preparing the setting profitable for telework (Pekkola & Uskelin 2007, 20).

As for the employee, productivity can even decrease if the planning and the implementation of telework practices are inadequate. Well-planned telework has e.g. less interruptions and less loss of time compared to working at the office. (Pekkola & Uskelin 2007, 17-18.). Therefore, before adopting telework and the good practices for implementing it, the company should first consider what benefits are primarily sought after. Only after this, choosing the best implementation methods is possible; it is not necessarily wise to aim for all the benefits of telework at once. (Pekkola & Uskelin 2007, 17).

It is also vital for the successful implementation of flexible work methods that the company management supports the principles, the required changes are made step by step – nothing can happen overnight - and that the entire company culture is being modified accordingly (Toegel 2016). Therefore, if organizations wish to promote effective telework, they should engage in such activities that engender positive beliefs and attitudes towards telework among their employees (e.g. promotional campaigns that demonstrate relative advantage, compatibility, complexity; visible and verbal top management support, and programs that allow the personnel to experiment with telework before committing to it). (Neufeld & Fang 2005, 1047.)

One condition for telework's success is open conversation about its possibilities and about how work should best be organized (Pekkola & Uskelin 2007, 17-33). At least a small part of every job is possible to carry out someplace else than the regular work spot: the nature of the tasks planned for telework is in key role regarding both work place and the usability of available IT. In a situation where a considerable part of work has moved into networks, companies should start paying closer attention to organizing of work and creating productivity; productivity does not increase with the allowances of technology if the work procedures and know-how of the personnel are not developed concurrently. (Harju et. al. 2007, 8-14.)

According to the studies of Harju et. al. (2007, 17-19) Finnish SME's prepare for the implementation of telework and mobile work by training the personnel and ensuring they have adequate know-how to use all the required tools of both information and communication techniques independently. Perceived development measures included e.g. acquiring and maintaining the needed IT solutions and an advisory system (38 %); informing adequately of the rules of the flexible work (30 %) and agreeing on the communication methods (28 %). Also almost a quarter of the companies utilizing e-work in Finland consider the policy of making written telework contracts as a target for development. (Harju et. al. 2007, 17-19.)

Good practices can be simple but efficient. Pekkola and Uskelin (2007, 20) have mentioned such good practices being e.g. keeping everything voluntary-based; allowing a concise number of telework days (1-2) per week to avoid negative effects; ensuring the functionality of data security, equipment, ergonomics and work space; keeping regular contact with teleworkers; and creating clear guidelines. Finnish Environment Institute (2016) has listed a few simple good practices that both teleworkers and their supervisors can implement (Table 3).

Table 3: Tips for fluent telework (Finnish Environment Institute 2016)

<i>Employee</i>	<i>Employer</i>
Get ready for the telework day the same way you get ready for a regular office day. Set the tools ready the night before and check the telework day's schedules etc.	Find out who are the employees whose work is such by nature that allows telework – and who are the ones that want to implement it.
Notify your team and supervisor beforehand when you plan to telework	Check beforehand that your employees have adequate readiness for telework and functional IT tools
Make sure beforehand that you have access to all the information that is essential to your work	Give out clear goals for the day's work.
Make sure you can be reached in various ways: chat, phone and email.	If willing to try out new virtual communications methods, acquaint yourself with the technology beforehand e.g. in a team meeting
Ensure that your chosen work place is tranquil.	Schedule a virtual meeting on a telework day. Share experiences with the team during the day.
Consider what would be the best place to work when thinking of concentration and comfort.	Give out a check-list for the team members a few days before the telework day, so that everyone can get ready.
Clarify to yourself what you want to get done during the telework day: make a list of tasks and follow it to determine how effectively you work	
Keep pauses just like you do in the office. When getting tired, move. Keep a lunch break.	
Have initiative. Let your supervisor and colleagues know what you do and how things proceed.	

Creating a functional telework solution is not necessarily difficult, but it requires recognizing the basic factors concerning employee jurisdiction, work safety and health, and the social interaction in work community. Developing telework practices is most successful when all participants have acquired the readiness to recognize and handle rising problems and fears attached to the new work culture already beforehand. (Ministry of Employment and Economy 2009, 39.)

6.2 Pros and cons of telework

The pros and cons of telework are connected with what type of business, work or task is in question. The lure of telework is usually related to social factors, the ability to control one's own work, improved creativity and ability to better concentrate on the work. The biggest concerns are connected with work time and work place, the blurring of lines between work and free time, lessened chances of being able to participate and influence matters at work, and the scarcity of social interaction and support. (Finnish Institute of Occupational Health, 2014.)

6.2.1 Observed challenges

There are various kinds of challenges that arise from reorganizing of work and leading distributed work (Harju et. al. 2007, 12-13.) These challenges are social, psychological, cultural and organizational, rather than technical or financial by nature, and many of them can be overcome by proactivity and good planning (Pekkola & Uskelin 2007, 19). Substantial financial expenditures on ICT networks, fear of losing control over information resources, lack of trust in teleworkers with whom the employer has occasional contact, difficulties in planning and control over work processes, as well as the risk of identity loss for the company, are often viewed primary risks. (Wyrzykowska 2014, 222-224.) Both the employer and the employees can face these challenges; Helle (2004, 17-25) has listed some main challenges of telework from both perspectives that are presented in Table 4.

Table 4: Helle's (2004, 17-25) view concerning the main challenges of telework for both the employer and the employee.

<i>Challenges for the employer</i>	<i>Challenges for the employee</i>
Increase of costs	Lack of social contacts and isolation from the work community
The increase of technical problems and security risks	Blurring of lines between work time and free time
Keeping in control both the organization as a whole, and its various work arrangements	Disproportionate amount of work
Observing the employees and their work is more difficult	Staying behind in career and salary development
Data management and conveying of tacit knowledge is more challenging	Problems with technology and communications systems
	Occupational health and safety problems e.g. bad ergonomics

There are such dangers in telework as the teleworker getting work time and leisure time mixed, doing overly long work days, and finding it difficult to detach oneself from work, which consequently leads to acquiring burden. (Finnish Institute of Occupational Health 2014; Harju et. al. 2007, 15; Oksa 2014, 23.) Also the family must adapt, and the work space might not be ergonomically good. In fact, with telework, the problems with occupational safety and health issues are often linked with bad ergonomics, especially in cases where the teleworker uses personal furniture that are not designed for working; the results may include musculoskeletal injuries. (Finnish Institute of Occupational Health 2014.)

It is important for the companies to develop the physical work spaces along with the development of IT, even though adopting e.g. a modern multi-space model is slow and even impossible if the organization culture and existing technology do not support the new ways of doing work. A great challenge is also the employee attitudes; it may not be easy to give up e.g. personal workstations. However, the ongoing generational change with the fact that these changes will often bring along financial benefits and create welfare at work will ease the process. (Harju et. al. 2007, 15; Helle 2004, 21; Tekes 2011, 11-25). Working physically separated from others is after all a central part of making telework a profitable and effective work model; Launiemi (2015, 76) has come to the conclusion that substantial increase in virtual collaboration would be a fruitful solution for the employers to make the work community more functional.

Telework and its benefits could be more extensively used if the companies would focus more on supporting the employees in moving all their interactions into virtual networks. Today's widespread usage of social media and communication applications such as Microsoft Lync are good options for they support the sharing of photos, audio, video, and text. (Launiemi 2015, 76.) Consequently, technical problems may also cause problems for teleworking; if the network connections are down, or they are too slow, valuable work time may go to waste and cause frustration, especially if there is inadequate or nonexistent technical support available. Functional IT is one of the basic requirements of telework. (Helle 2004, 21.) Organizations should invest in intuitive technology. The attempts to support remote work and encourage collaboration are dominated, sometimes even crushed, too often by an obsession with sophisticated technology. It is important to avoid that by keeping the focus on desired business outcomes. At the same time, those who succeed do rely on a fast-evolving IT tool kit. The surest route to greater innovation and efficiency is to invest in intuitive collaboration technology that becomes part of the regular flow of work. (Johns & Gratton 2013, 8.)

People have a natural need to experience social cohesion (Vilkman 2015). The most prominent risks in telework are, according to Polish PhD Barbara Wyrzykowska's studies, losing interpersonal contacts and thus being socially isolated; being unable to get accustomed to telework versus more traditional work; and fearing that employers consider teleworkers as second-class employees, having no trust in them, feeding the feeling of job insecurity (Wyrzykowska 2014, 220-222). Also the Finnish Institute of

Occupational Health (2014) brings up that the feelings of solitude and detachment from work community might arise, as well as the worry about one's position and career development in the organization. According to the Finnish telework barometer 2013 (Etätyöbarometri 2013), three of the most influential reasons for not implementing telework were the nature of work (requires physical presence), the absence of clear guidelines, and the feeling that telework alienates from the work community.

Cooper & Kurland (2002, 519) claim that professional isolation, by definition, occurs when “telecommuters, because they are off-site and out-of-sight, miss important organizational rewards”. They list three types of developmental activities that occur frequently in a conventional workplace which teleworkers do not have the same degree of access to: 1) interpersonal networking with others in the organization, 2) informal learning that enhances work-related skills and information distribution, and 3) mentoring from colleagues and supervisors. (Cooper & Kurland 2002, 519.) Helle (2004, 21) considers that the fear of staying behind in career and salary development is at least partly feasible; the employer is more likely to notice those who are present at the office, practically outplaying the truth behind the saying “out of sight, out of mind”. It is true that in multi-locational work, communication with colleagues is not as intensive as with traditional work. However, one still needs cooperation skills: the risk of misunderstandings grows while working via virtual channels - and there are less chances of fixing them. Therefore, face-to-face meetings from time to time would be beneficial. (Tekes 2011, 25.) If there are none, or if they are too random, it is challenging for the supervisor to notice the so-called hidden problems, such as jealousy, interpersonal conflicts and disagreements, bullying, the various effects of rumors on the employees, doubts about equal treatment, decrease of motivation and getting bored with present tasks. Also alcoholism and usage of other intoxicants may go unnoticed. If these problems are not being timely handled, they may gain too strong a footing. (Vilkman, 2016a, 55.)

With virtual teams, if the members feel left out, it brings along less communication, less team cohesion and decreased employee commitment and moral. The reason is not only physical distance – psychical closeness is even more important. The lack of social support from the work community – spiritual support, respect, caring, trust, ability to listen, feedback, advice, and guidance – is easily experienced. Social support is an

asset which prevents burnout and stress, and feelings of discontent in insecure situations. (Vilkman 2015.) Also, Harju et. al. (2007, 15) mentioned also the challenge of increased stress and work load due to the absence of a colleague from the office. Helle (2004, 20) observes that the lack of social contacts is a threat especially to full-time teleworkers, as virtual contacts can never fully replace face-to-face communication. The disadvantages of virtual working can also be the possibility for misunderstandings, feeling of isolation, difficulties in sharing knowledge and experience between team members, and cost of appropriate technology. Communication planning becomes increasingly important in a virtual work environment; additional time may be needed to clarify expectations, facilitate communications, develop protocols for resolving conflicts, include people in decision making, understand cultural differences and share credit in success. (PMBOK® Guide 2013, 271.)

Telework requires changes in management philosophy and work organizing methods, in management style, specific changes in organisational culture, the formation of an appropriate relationship between superiors and subordinates, and the implementation of appropriate systems for organizing work time. Most importantly, it is necessary to implement other than personal forms of supervision over the employee - work should be measured by productivity, not the number of hours spent at a desk. (Wyrzykowska 2014.) Hunton & Norman (2010, 68-69) have also studied that the overall challenge is in offering the employees the autonomy and work-life balance they desire, along with enhancing their commitment to the organization, while also providing managers suitable methods to accomplish their monitoring and control responsibilities. The balance between sufficiently taking notice of all subordinates, motivating and participating them, and coaching them, while simultaneously letting go of control, can be very hard to find. (Vilkman 2015.) The downside of autonomous control of work time can be the blurring of the line between work time and private time; if work is constantly present, it may cause stress. It requires systematic approach and good control from the teleworker to detach work from other activities and make it its own entity (Helle 2004, 20).

A culture of trust is in key role to balance along the delicate line of micromanaging and letting the employer do the work independently. Managers unable to trust find telework a difficult work method to adapt to. (Pearlson & Saunders, 118). It often

happens that those employees who work away from the office overcompensate with their communication and work longer to show their colleagues they truly are working – a response to the negative view many have that teleworkers are just taking a day off. This mentality and lack of trust defeats the point of working flexibly in the first place as you end up working more hours and feel guilty, in which case working the set hours in the office would be actually the better option. (Henderson 2015.) This notion is supported by Helle (2004, 20) who observes that telework does not mean constant readiness to work, no matter what kind of expectations the supervisor or the colleagues – or the teleworker personally – might have built; there is the danger of doing more work than what is required. Telework does not mean the company can make the teleworker work as much as it wants; the questions about work time and the amount of work must be carefully handled before adopting telework. (Helle 2004, 20-21.) Building trust is not always easy: trust can be superficial and wavering. However, to make telework most successful, supervisors must find trust and relinquish control. (Vilkman 2015; 2016a, 86.)

Measuring the productivity of telework can also be challenging; it is by no means unequivocal. There is no abundance of reliable statistics available, and the estimates vary depending on who makes them, e.g. the manager or the teleworkers themselves. (Pekola & Uskelin 2007, 18.) Managers fret about not being able to observe people at their desks and about how to gauge productivity in knowledge work. Some employees are subjected to remote surveillance technology that they find demeaning, such as software that counts their keystrokes. And in a world where many promotions are won through social bonding, highly skilled virtual workers may feel underappreciated. Employees still complain that “presenteeism” makes them feel they need to show their faces. The term gained currency when people felt obliged to come in to the office even when they were sick. Now it means showing up at an office even when they could be more productive elsewhere. Setting up technology so that people can work efficiently outside their cubicles turns out to be the easiest part of virtualization. As companies, employees, and freelancers gain experience with remote working arrangements, and technology developers continue responding to their needs, we can expect progress on all these fronts. (Johns & Gratton 2013, 9.)

One risk concerning the teleworkers deals with possible lack of self-discipline; successful telework requires good willpower from the employee because, when working from home, it is easier to slack when the normal work routines, colleagues, administrative staff and the supervisor are not present. Therefore, telework is not necessarily suitable for everyone. In the least the managers should support teleworkers: it is not enough for them to think only of what work must be done, but also of what support the worker might need to complete the assignments and how their work affects others' tasks in the company. This implies that monitoring the work is still deeply linked with managing the worker. (Finnish Institute of Occupational Health 2014; Pearlson & Saunders 2001, 117-118.)

According to the Work and Health 2012 –survey executed by Finnish Institute of Occupational Health, employees experience that from supervisors located physically elsewhere, they get less feedback and less support for their work and personal development than in traditional situations. Another observed complicating factor, in addition to geographic distance, was also the possibility for multiple supervisors. (Finnish Institute of Occupational Health 2014.)

According to Pearlson & Saunders (2001, 117-118), there are three contradictions considering flexible work arrangements that must be considered:

- increase in both structure and flexibility,
- focus on both individuals and teamwork, and
- increase and decrease in control.

The managers should be aware of these three paradoxes, in order to better handle the underlying tension points. When talking about increasing work flexibility requiring increased organizational structuring in compensation, for the managers to be able to keep up with what is going on, it is basically about Ashby's law of requisite variety: "variety can destroy variety". The more flexibility given to an individual, the less flexibility is allowed in group or organizational level, however in such a way that answers the needs and problems of each individual. An individual may experience greater internal freedom when the surrounding environment is controlled, assuming the environment is controlled in flexible enough way, offering a sufficient variety valid choices. (Pearlson & Saunders 2001, 122; Ashby 1957, 207.)

When aiming focus on both individuals and groups, especially the rewarding system should be adapted accordingly: the reward structure should reflect an extended view of each individual's tasks, in such a way that both team efforts and personal efforts are taken into account. If a teleworker focuses mainly on personal projects instead of consistently accessing the virtual work site of the team, thus leading to the team's poor performance, they should not be rewarded for personal gains only; that is, the rewards should be allocated on the basis of team performance. Also, while the group members may be able to work individually and flexibly, their managers should insure that they conform their time usage to group activities. (Pearlson & Saunders 2001, 123-125.)

Managers also tend to want to monitor, understand and evaluate their subordinates' practices for completing tasks and see the outcomes, but telework does not allow for impromptu conversations or unobtrusive observation (Pearlson & Saunders 2001, 119). Managers actually fear losing control if they don't get the chance to monitor their employees (Pekkola & Uskelin 2007, 19). This is why meetings and progress reports are often taken as practice, even if they might seem unnecessary (Pearlson & Saunders 2001, 119).

None of these three paradoxical concerns, however, are longer key issues if the managers would shift their perspective from managing the worker to managing the work itself; this new perspective focuses on defining, creating and monitoring the work in the virtual world. Concerning the question where more flexibility would need more structure in the organization, it is solved simply by not building any elaborate structures and not focusing on specific activities carried on by the workers; instead, the manager and employees should just agree upon the expectations of what should be done, but not how it should be done. Tensions arising from the individual versus group expectations are also avoided by focusing on the work rather than the worker; depending on time and place, either group or individual efforts can be used, the key criterion being in accomplishing the objectives by utilizing flexibility to the maximum in order to create most effective work environment. The concern about the level of control is also bypassed by focusing on the work instead of the employees and their work methods. Practically this means basing managerial decisions on a description of the work product and the acceptable quality level: managers focus on how subordinates meet

the given goals and how they could increase work quality. (Pearlson & Saunders 2001, 126.)

6.2.2 Identified benefits

Telework in Europe is recognised by both sides of industry as offering numerous advantages to both workers (better reconciliation of work and family life, working time flexibility and greater autonomy) and employers (more flexible work organisation, modern results-based management, and higher job satisfaction increasing workers' sense of responsibility and productivity). It is a means of modernising work organisation by introducing flexible work arrangements and greater autonomy and of achieving better reconciliation of work, private and family life. (Commission of the European Communities 2008.) If suitably practiced, telecommuting is assumed to lead to higher commitment and productivity, to improve customer service, enhance organizational flexibility, or, once introduced as an employee benefit, attract scarce personnel (Peters, Tijdens & Wetzels 2004, 469). Telework can also be a solution when health-related reasons prevent the worker from coming to the office; virtual work makes it possible to include people with mobility limitations or disabilities as working at home can be possible. (Finnish Environment Institute 2013; PMBOK® Guide 2013, 271.)

Teleworking improves regional equality by enabling work in sparsely inhabited areas from where work is gradually flowing into centers of growth, the population is aging and amenities are dwindling. Employment can be promoted with e-work by allowing tasks to be done in scarcely inhabited areas. For the companies located outside of the centers of growth, telework can be a tool in competing for competent work force; it can be seen as a competitive advantage. (Harju et. al. 2007, 9; 40-42.) Virtual work model makes it possible to e.g. form teams of people from the same organization who live in widespread geographic areas, incorporate employees who work from home offices, and advance projects that would have been otherwise neglected due to travel expenses. (PMBOK® Guide 2013, 271.) Teleworkers can use the typical commuting time for working as well, and mobile IT-solutions enable better utilization of travel time for working. (Harju et. al. 2007, 15-17.)

This flexible organizing and decentralizing of work also contributes to the organization's abilities to face the varying challenges of the business world. It contributes to increasing the flexibility of companies, thus enabling risk compensation. The constant increase of business networking brings along growing demands towards developing work arrangements and leadership practices, both within one's own unit and between the network organizations. In conditions of uncertainty, flexibility is an essential attribute of the operations of modern organizations as it allows them to adapt to constantly changing needs. (Harju et. al. 2007, 27; Wyrzykowska 2014, 220.)

Telework contains great opportunities especially in relation to work productivity and well-being at work. Good telework is based on a win-win-model that benefits all parties: employer, employee, customer, company, community, and society. (Pekkola & Uskelin 2007, 3-19.) Helle (2004, 25) has gathered together the main benefits of telework from both perspective, presented in Table 5.

Table 5: Helle's (2004, 25) view concerning the benefits of telework for both the employer and the employee.

<i>Benefits for the employer</i>	<i>Benefits for the employee</i>
The efficacy and flexibility of doing work increases Development of leadership practices, job descriptions and organizing of work	The flexibility and freedom concerning work time and other work arrangements Possibilities to harmonize work time and free time/family life
Increase in employees' well-being at work Decreasing office costs	Peaceful working environment More independent work and greater possibilities for the development of job description
More attractive company image (modern company; also environmental perspective) More committed employees	Increase of well-being at work Increase in free time
Recruiting possible from a wider geographic area	Less time used for commuting; less commuting costs

With telework, and especially with virtual work, the employee's possibility to self-govern their work is highlighted. Freedom to make the decisions concerning one's own work by themselves brings along responsibility. Consequently, many organizations have noticed that telework increases the autonomy and initiative of the employees. Telework is acknowledged to improve the culture of trust, increase effectiveness, and increase systematic approach to work. (Vilkman 2015.) Systematic approach and orderliness at work increases when colleagues no longer work at the same premises and face-to-face contact lessens; going through even the smallest of matters must always

be planned and scheduled beforehand. The usage of calendar increases and matters are no longer left as easily unhandled; and despite working in different locations, reaching the colleagues and keeping contact is still easy. (Vilkman 2015.)

Offering flexible work models for the employees is a sign that the employer trusts them. Trust creates trust, which means that when the employees feel they are being trusted in, they trust in the organization and its management in return. Trust also increases the feeling that the results of the work mean more than the time spent at the office. (Vilkman 2015.) The efficiency of telework is also based on trust: employees want to be worthy of that trust, which makes them work more effectively and commit to their tasks, which often also improves the quality of their work. This also helps to create and maintain well-being and communality at work. (Vilkman 2015; Launiemi 2015, 74.)

Also Pekkola and Uskelin mention the same benefits of telework as Vilkman: teleworkers are often efficient and productive, which stems from the autonomy given to them, from being able to organize one's work independently. This leads to teleworkers often taking high responsibility for reaching the set goals, also because they might feel they need to prove themselves to the manager. One reason for productivity is also the observed fact that teleworkers tend to do in more work hours than their colleagues at the office. (Pekkola & Uskelin 2007, 17-22.)

In 2003 Jody Thompson and Cali Ressler launched their co-created HR strategy ROWE (Results Only Work Environment), which is basically about a modern work culture infusing equal amounts of autonomy and accountability (GoROWE 2016). ROWE is all about measurable results. It does not matter where or when work is being done; employees can work with their teams to choose who can work from home, from a coffee shop, on vacation, or in the office, and on what days, as long as employees are achieving results (Kerrigan 2011). The younger generation starting their work careers does not even expect to be sitting all the time in the office; they are continuously reachable online, so they can do their job wherever and whenever they want. Each worker acts fully autonomously and bears full responsibility of their doings. (Toegel 2016.)

According to the ROWE idea, “work isn’t a place you *go*, it’s something you *do*” and “productivity is the new work place currency” (GoROWE 2016). Other standards are:

- ongoing performance conversations
- employee accountability and responsibility
- focus on work being accomplished, not the amount of hours used
- results-focused collaboration is required
- managers focus on performance, not attendance or tardiness
- the customer is at the center of all decisions, and
- no results, no job.

The benefits of the ROWE strategy all contribute to productivity and reached results: less time is spent with commuting; the company can save money from decreased office and travel costs; the amount of absence days decreases; work moral increases with increased ability to allocate work time independently; and work-related stress declines. (Toegel 2016.)

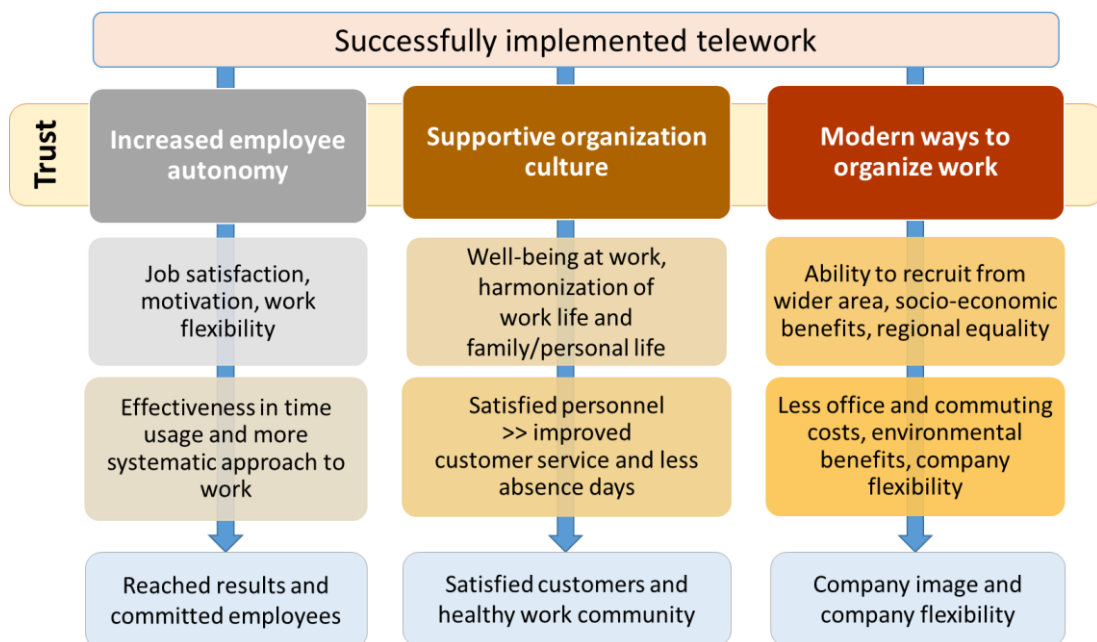


Figure 7: The outcomes of successfully implemented telework (Rossi 2012; Vilkmán 2015; Toegel 2016; Harju et. al. 2007; GoROWE 2016; Pekkola & Uskelin 2007; Peters, Tijdens & Wetzels 2004; Wyrzykowska 2014; Helle 2004; Finnish Environment Institute 2013).

The positive outcomes of successfully implemented telework are gathered together in Figure 7. However, “for all the benefits that flexible working brings and the new ways of working offered by technology, none of it can happen without trust” (Henderson 2015).

6.3 Measuring the effectiveness of telework

According to the Finnish telework barometer 2013 (Etätyöbarometri 2013), the most important enablers of telework in the companies that were implementing it, were

- 1) Appropriate technological solutions and tools,
- 2) High-speed network connections,
- 3) The trust of managers towards their employees,
- 4) Clear guidelines for telework, and
- 5) Clearly set goals against which the results are being measured.

Productivity of teleworkers is of critical concern to organizations and managers when they contemplate telework arrangements (Neufeld & Fang 2005, 1037). Even though there are certain legislative obligations with regard to following the time used to working, in modern work culture, it is often more useful to measure work performance than time. Therefore, it is not relevant whether the employee is available and working the entire time; rather, the achieved results are what actually matter. Of course, there are still occupations that require personal presence in a certain place at a certain time; yet the following of performance is gradually becoming more and more flexible. Instead of pondering how, and by whose orders the work is being done, what truly counts in the end is that the work has actually been done and the goals have actually been reached. (Vilkman 2016a, 46-48; 93.) Companies using flexible work arrangements have encountered noticeably little problems with following and evaluating the work, even though companies *not* implementing e.g. telework have mentioned these challenges as the very reasons they do not wish to adopt it. (Harju, Tiihonen, Salonen, Ovaskainen & Ahlgren 2007, 17.)

Measuring the results of work done someplace else than the office, from the aspects of productivity and efficiency, is not always easy or univocal (Pekkola & Uskelin 2007,

18). However, in this context, it is good to remember that supervisors face the exact same challenges with measuring work results in spite of where the employees work: at the company premises under a nominal watchful eye, or elsewhere; it is just as easy to spend an entire day at the office without doing much of anything; there is a chance to spend work time at the office having small-talk with colleagues, while those who telework are so concentrated on what they are doing that they even forget to keep enough pauses (Vilkman 2016a, 86; Lausniemi 2015, 75.) Despite of this, it is true many supervisors think measuring the results of telework is particularly challenging (Vilkman 2016a, 86). In all probability, these impressions stem from both insufficient definition of tasks and unclear setting of goals. It is vital to be able to specify everyone's and every team's tasks and responsibilities in clear detail (Figure 8); if this is neglected, it is useless to encourage independent approach to work or expect that anyone takes responsibility. (Vilkman 2016, 86-87; Sistonen 2008.) Many supervisors think that setting goals for the work can be very challenging, and insufficiently detailed task descriptions are often the reason behind this problem. If it is unclear to everyone what the job entails, setting of goals can naturally be hard. (Vilkman 2016a, 49.)

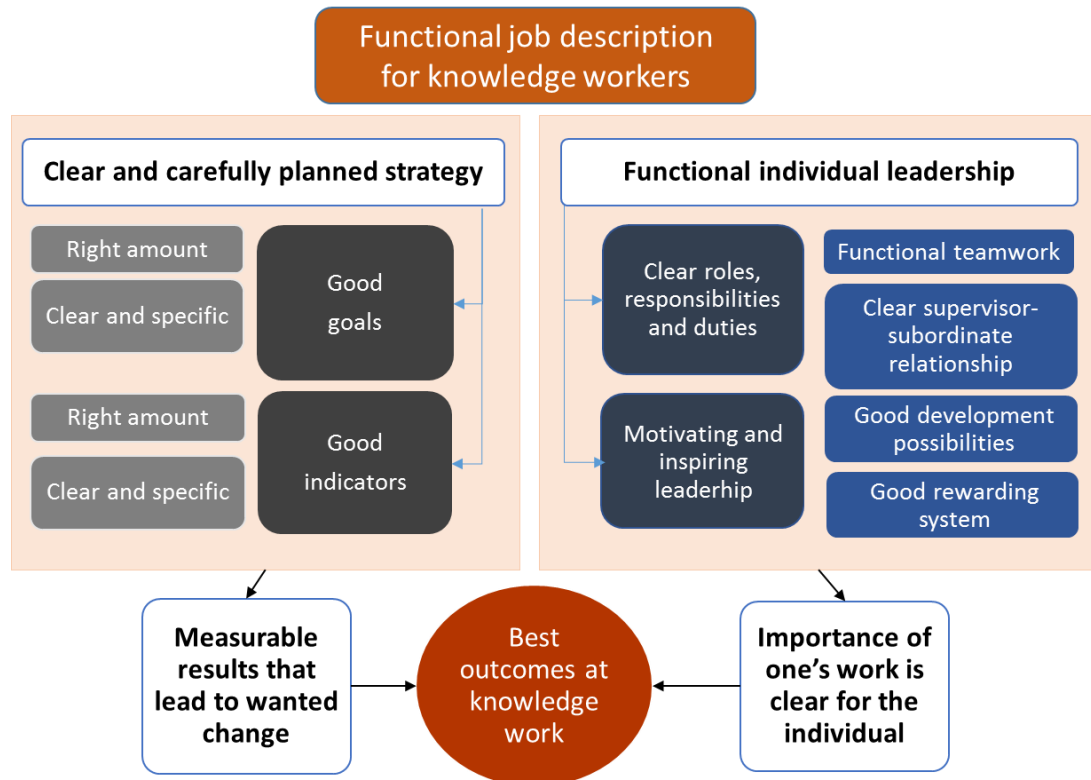


Figure 8. Functional job description for knowledge workers. Adapted from Sistonen (2008).

When having clear indicators against which the results of the work are being measured, it is easier for the supervisors to do the measuring (Vilkman 2016a, 91). However, indicators are not the same as goals; granted, they are often used as goals, but as such they do not motivate the personnel. The goals should be clear and inspiring. Goals can be used e.g. as milestones towards achieving the desired results of the indicators. (Vilkman 2016a, 87-89.) How to do this? Vilkman (2016a, 91) suggests that the supervisor contemplates together with the employee/team, in enough detail, what exactly needs to be accomplished; what are the concrete short-term goals and the general long-term goals of the project. Goals should be realistic and in accordance to each employee's know-how; the employee commits to the goals when they feel they can reach them, and when they get regular and encouraging feedback from their actions. (Vilkman 2016a, 92.) The indicators behind these goals should be carefully chosen so that they direct the operations towards the desired results (Vilkman 2016a, 91). Actually, when the personnel has clear goals and a well-communicated future vision, and when the goals are in harmony with what is being measured, the vision strives the personnel so that there may no longer be the need to do any concrete measuring. (Vilkman 2016a, 87.)

Sometimes it can be hard to find goals that can be easily measured on an individual level; individual evaluation may even occasionally cause a negative effect on work productivity and welfare at work. (Vilkman 2016a, 49.) Therefore, in order to avoid e.g. jealousy and unnecessary competition, it could be more useful to measure group performance, if the members of the team share the same goal. Defining the tasks and responsibilities of each team member is also important; just as it is important to emphasize that every member of the team is jointly responsible for getting all necessary tasks done. (Vilkman 2016a, 49; 87-89.)

The methods of following work performance should be equal to everyone in the company, regardless of where the work is being done. In some situations, teleworkers have felt that the demands towards the results of their work day are considerably higher than those who work at the office. (Vilkman 2016a, 92.) Also the supervisors can experience the change from measuring work time to measuring results in various ways; many

feel that the employees should be available during the office hours and work simultaneously with the others, even if located physically elsewhere; the need for control can be very strong. Naturally, there are certain tasks that do require tighter surveillance, but these are not nearly as many as is generally thought. There are great many tasks where the employer could allow the employee more freedom when it comes to planning and scheduling one's own work; almost without exception, the more responsibility and freedom is given to the employee, the more profitable outcomes emerge. (Vilkman 2016a, 47.)

Prioritizing of tasks is in an important role when measuring the success of work performance. In distributed work, the responsibility of prioritizing the tasks falls mostly on the teleworker, even though this is not always clear to everyone. Also unclear goals make the prioritizing of tasks more difficult. (Vilkman 2016a, 93.) Consequently, follow-up holds an essential role in the process of measuring results. From the supervisor's perspective, it is imperative to know how things proceed; both during and after each project. This is best achieved by jointly agreeing on deadlines and middle-deadlines, and regular reviews. (Vilkman 2016a, 89-90.) Consequently, measuring of work performance should be done continuously in cycles fitting the nature of each project; for example, by arranging meetings or personal conversations weekly or monthly. Measuring should be based on a well-made plan, the phases of which are being followed, using e.g. deadlines, short-term goals and fitting indicators. All used measuring methods should be made clear to the employees beforehand. (Vilkman 2016a, 93-94.)

There is uncertainty and skepticism concerning the effectiveness of telework. However, the case study of Bloom et. al. (2015, 21), done for CTrip, China, shows there is a highly significant 13% increase in performance when working from home instead of at the office, 9% of which relating to working more minutes during the measured shift period (fewer breaks and sick days) and 4% relating to higher performance per minute. The study showed no negative spillovers onto those workers who stayed at the office. Also, the teleworkers reported substantially higher work satisfaction and psychological attitude scores, and their job attrition rates fell by over 50%. Also making the option of telework the employee's own free choice almost doubled the gains in performance. However, this case study was made for call center employees, in which case quantity and quality of performance can be easily quantified and evaluated; the link between

effort and performance is direct. The results are applicable to jobs such as sales, IT support, and secretarial assistance, but they are not universal. (Bloom et. al. 2015, 21.)

7 RESEARCH PROCESS

The main purpose of this master's thesis was to find out how the personnel of the case company experienced the telework pilot project, and the primary data collecting method for the subject was conducting two separate questionnaires: one for the entire personnel, and the other for the supervisors.

The telework pilot project lasted for five months, from 1.12.2015 to 30.4.2016. The personnel of the case company was informed of the pilot by their supervisors and via Intranet news released on 8.12.2015. During this pilot project, the questionnaires of this master's thesis were being constructed in Webropol, which is an online tool for conducting surveys.

After the pilot period was over, the Telework Questionnaire for Employees was released on Monday 2.5.2016. The cover letter and the link to the questionnaire were sent to the entire personnel by email. Also Intranet news was published. The response time was only two weeks, which was a well-considered decision, knowing the nature of the personnel: the more hastening the approach would be, the less likely it would be that people would open the message and close it again to be attended at a later, better time - and thus forgetting it. A reminder was sent twice during the process – one week after the release, and one day before the questionnaire would close. In the end, a week's extra time was given, and the prompt was sent again – however this time it was emphasized that also those that did *not* partake in the pilot could answer and tell the reason why. In the end, the Telework Questionnaire for Employees closed on 17.5.2016.

The Telework Questionnaire for Supervisors was released a week later, on 9.5.2016, considering also the supervisors were given the opportunity to answer the first questionnaire as subordinates themselves. The cover letter and the link to the questionnaire

were sent the same day, however no Intranet news were published on this matter. The response time for the supervisors was two weeks, and a prompt was sent a day before the link would close, on Monday 23.5.2016. The Telework Questionnaire for Supervisors closed on 24.5.2016.

Work time allocation statistics for the time period of 1.12.2015-30.4.2016 were requested on 2.5.2016 from the HR department of the case company and were received on 6.5.2016.

The email question concerning the future state of telework at the case company was sent to the CEO of the case company during the writing process of the theory part of this master's thesis, on 22.11.2016. The CEO replied on 29.11.2016.

The results of the questionnaires have been analysed firstly for the case company in June 2016 and more fully for this master's thesis during autumn/winter 2016 and spring 2017. The CEO statement and the work time allocations have been analysed in spring 2017.

Personal observations of the author have been made during the year 2016 and spring 2017.

8 RESEARCH RESULTS

The total amount of responses to the Telework Questionnaire for Employees was 440, which represents 53% of the entire at-the-time personnel. This figure includes both those respondents who teleworked, and those who did not. If we count the answers of the teleworkers only, we get 232 responses, which represents 100% of the teleworkers, based on work time allocations between 1.12.2015 and 30.4.2016. There were exactly 232 people who had allocated work hours in telework during the pilot, which is the exact same number of those respondents for the questionnaire who claimed to have tried telework. This indicates that the teleworker responses are solidly reliable.

Accordingly, there were 220 respondents who did not try telework but answered the questionnaire nonetheless. For this group, the question set was shorter, the main point in finding out why they did not telework. This group represents 26% of the whole at-the-time personnel, and 37% of all non-teleworkers.

Concerning the Telework Questionnaire for Supervisors, 57 out of 136 supervisors replied. The answer percentage was 42. Altogether 44 supervisors replied they had subordinates who had tried telework, and 13 said they had not. Consequently, the answer percentage of those supervisors who had subordinates teleworking is 32.

8.1 Desired status of telework at the case company

The first objective of this master's thesis was "What is the desired status of telework at the case company?" A central factor for the success of telework is that the company management openly supports its principles, has the patience to go through all required changes and has the stamina and will to modify the entire company culture accordingly. Advancing telework practices is basically about supporting innovative, productive and humane work arrangements; it gives the company a modern image, such that emits caretaking for employees, environment and community. (Toegel 2016; Pekkola & Uskelin 2007).

In order to find out what is the desired future state of telework at the case company, the case company's CEO was sent an email concerning the matter, to which they replied on 15th December 2016.

The first prospect is to realize the implementation of telework in such a way that it can fluently support each employee's individual performance.

"The basic idea is to implement telework as a flexible work model in a way that it can support, increase and improve each individual's perfor-

mance at work. The meaning of introducing telework is to give each individual the best possibilities to reach what goals they have. The idea of implementing telework company-wide is to help the employees notice that, despite the job description, working someplace else than at one's own work station is almost always possible. This naturally requires clear responsibilities and measurable results."

Telework is also thought to have a healing effect on the employees' job satisfaction that has been trending downwards in recent years.

"Another goal is to increase job satisfaction. When trusting the employees with the possibility to be in charge, to be responsible of their own work, they can in return show that they are worthy of that trust. We hope that the increase of mutual trust strengthens the employees' willingness to commit to their work and to the joint goals of the company."

The case company also wants to be distinguished as a modern workplace.

"Naturally the company also wants to give the image of an efficient and modern workplace that appeals to the experts of the new generation."

Based on the CEO's statement, the future for telework at the case company looks promising. In order to fully actualize, however, this future requires the collective support and example of all managers and supervisors. This desired future also requires the revision of the current telework rules, especially with regard to ruling certain personnel groups entirely out of the possibility to telework.

8.2 Telework's popularity with different job descriptions

Research objective 2 was "What professions most used the possibility to telework during the pilot project? What were the main reasons for not trying telework?" The following chapters will give answers to these questions.

8.2.1 Professions that most teleworked during the pilot project

This chapter is in response to the first part of objective 2: “What professions most used the possibility to telework during the pilot project?” As mentioned in chapter 5.3 knowledge work and psychologically challenging occupations are popular when describing what kind of jobs are suitable for telework; the tasks are often writing-based, including e.g. documentation, designing and programming. Instead, in primary production or construction business, or certain type of customer service, where work results are more tangible and human contact is needed, telework is not as suitable. (Helle 2004, 92-94; Oksa 2014, 22; Harju et. al. 2007, 17.)

In order to find out how telework days distributed between different job descriptions at the case company – that is, which professions tried out teleworking during the pilot the most – the case company’s work time allocation statistics were examined.

Table 6 shows the top 5 professions where telework was used during the pilot. The table is gathered based on work hours allocated to telework in each profession type; that is, the amount of hours includes the work of several individuals of the given profession. Project Managers are in the lead with over 800 telework hours during the four-month timeframe. Engineers come in next; electrical engineers with just over 680 hours and plant engineers with 465 hours. IT-field holds the fourth position with Information Management Specialists having worked during the pilot 405 hours, and Team Managers hold the fifth position.

Table 6: Professions where telework was most popular based on combined work hours allocated to telework.

Title	Hours
Project Manager	825,0
Electrical Engineer	682,5
Plant Engineer	465,0
Information Management Specialist	405,0
Team Manager	352,5

All of these professions can be categorized as knowledge work and include just the type of writing and planning based tasks mentioned in the theory part of this master's thesis. However, if we evaluate the popularity of telework based on individuals and the total amount of telework days each person kept during the pilot, we get a slightly dissimilar list.

In table 7 are listed the professions of those individuals that teleworked most often during the pilot project. One person holding the profession of an Electrical Engineer holds the top position with 25 telework days in four months – and a colleague holds the third position with 21 days. In between goes the Chief of Legal Affairs with 22 days. The rest of the list includes also other engineers – as well as a Design Manager and a Research Coordinator both with 17 days, Environment Specialist with 16 days and the top-position-holder from Table 6, a Project Manager with 16 days.

Table 7: Professions where telework was most popular based on individuals and the amount of telework days.

Title	Days	Hours
Electrical Engineer	25	187,5
Chief of Legal Affairs	22	165,0
Electrical Engineer	21	157,5
Plant Engineer	18	135,0
Design Manager	17	127,5
Research Coordinator	17	127,5
Plant Engineer	16	120,0
Plant Engineer	16	120,0
Environment Specialist	16	120,0
Project Manager	16	120,0

In addition to these professions that most teleworked during the pilot, table 8 shows – based on telework hours counted together by profession – additional job titles where telework was also quite popular even if they did not reach the top positions.

Table 8: Other job descriptions where telework was popular based on combined work hour allocations by profession.

Title	Hours
Research Coordinator	217,5
Research Manager	180,7
Development Manager	180,0
Physicist	180,0
Quality Engineer	165,0
Head of Legal Affairs	165,0
Training Specialist	150,0
Head of Unit	150,0
Maintenance Engineer	142,5
Specialist	129,4
Planning Manager	127,5
Environmental Engineer	120,0

With a quick look at the case company's personnel groups, the managerial employees in the lead with 94% of the total share of all teleworkers. This goes in relation to the at-the-time personnel group distribution.

8.2.2 Main reasons for not taking part in the telework pilot project

Over a half of the entire personnel did not try telework during the pilot project. Despite this, the Telework Questionnaire for Employees was also targeted for this group in order to find out what were the reasons behind this. Logically this group included also those professions the company had ruled out from the pilot project based on the nature of their work.

The questionnaire got as many as 208 responses from the non-teleworkers. In the questionnaire, they were given a multi-choice question with six pre-set answers as well as an open-ended one: "You did not take part in the telework pilot project. Why?" The respondents were allowed to select as many options as they saw fit. The results are presented in Figure 9.

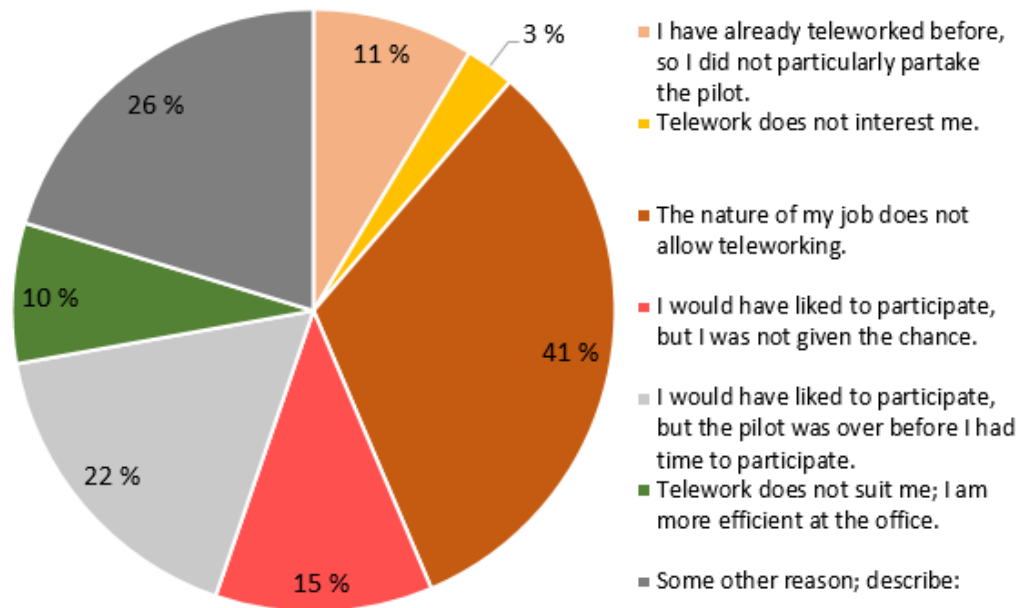


Figure 9. Telework Questionnaire for Employees, question 8: “You did not take part in the telework pilot project. Why?”

The most popular reason for not participating in the telework pilot was the nature of the work; 41% of the respondents chose this option. For 22%, the telework pilot project that lasted for four months was too short a time to be able to participate. 11% of the respondents were those who had already had the privilege to telework prior to the pilot, and 10% admitted that telework does not suit them. 3% answered that telework did not interest them.

Altogether 54 persons replied to the open-ended option “Some other reason; describe”. After categorizing the responses, there were several that could have been included in the pre-set ones, but there were also a few with novelty value (Figure 10).

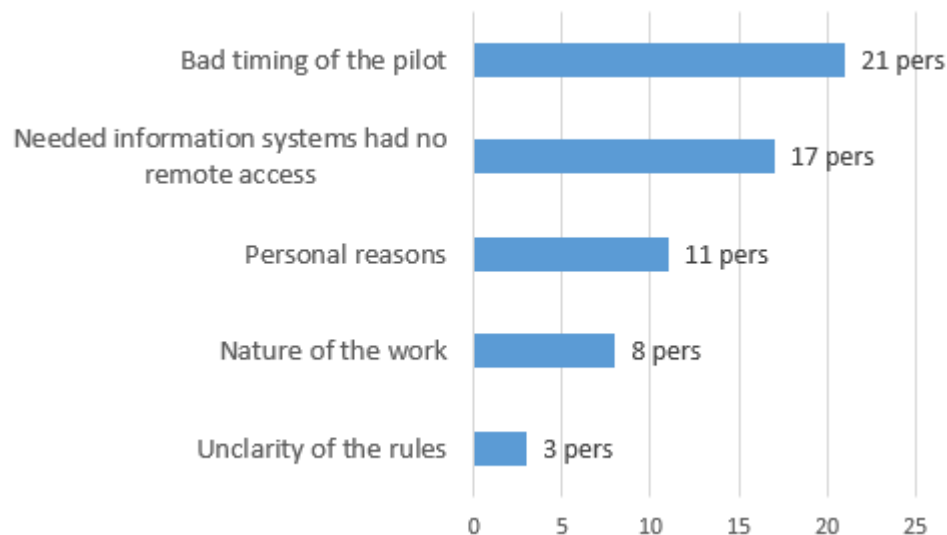


Figure 10: Additional reasons for not participating the telework pilot.

However, looking at the result as a whole, what is disconcerting is that 15% of the respondents experienced that they were not allowed to participate, even though they would have been willing. Of course, this group may well include respondents from those professions that were ruled out of the pilot project by the case company's management; but since it is difficult and against the anonymity policy to try and distinguish the respondents, the chance remains that this group includes also those who would have been otherwise allowed to telework but whose supervisor did not permit them to.

When looking at the same issue from the supervisors' perspective, 16 respondents to the supervisor questionnaire answered the question "Not one of your subordinates participated in the telework pilot; pick all the reasons applicable to your subordinates" and consequently were asked more particulars with open-ended supplements (Figure 11).

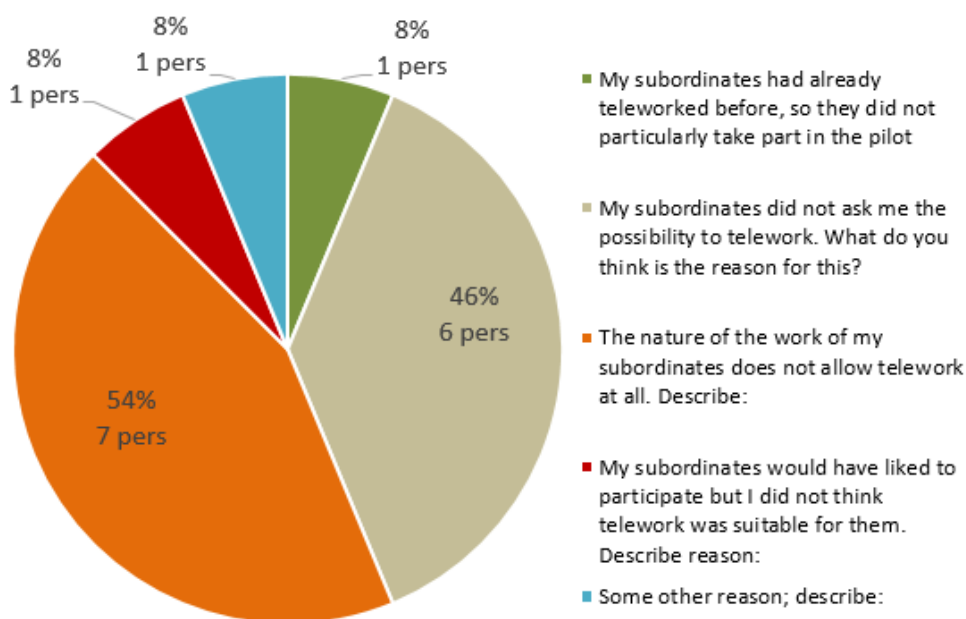


Figure 11. Telework Questionnaire for Supervisors, question 8: “Not one of your subordinates participated in the telework pilot. Pick all the reasons applicable to your subordinates.”

One supervisor (8%) replied their subordinates had already teleworked before the pilot. Six supervisors (46%) chose the option “My subordinates did not ask me the possibility to telework”; the reasons dealt mainly with the nature of the work and “old jammed working methods”. It was mentioned that it might take time to get accustomed to telework. Seven supervisors (54%) answered “The nature of the work of my subordinates does not allow telework at all”; these jobs were described as such that were concentrated on maintenance- and production process related tasks that need a physical input, and such that had no remote access to vital information systems. One supervisor also admitted that “My subordinates would have liked to participate but I did not think telework was suitable for them”; however, the supervisor did not want to describe the reason. One supervisor respondent also chose the “some other reason” –option, and specified it as follows:

“Control room work does not allow telework except during day shifts, but the company has apparently decided that we have no right to do telework at all.”

Consequently, the researcher will shortly handle anew the subject of ruling out certain professions from the pilot project entirely. In both Telework Questionnaire for Employees (question 35) and Telework Questionnaire for Supervisors (question 22), open feedback was given concerning the inequity of the arrangement. Five employee respondents claimed that telework could be at least partially possible in those professions that were ruled out from the telework pilot project. Here are a couple of takings:

“There should be the possibility to telework a couple of day shifts. There could be training material online, enabling the completion of exams at home.”

“Also shift workers could telework during day shifts when there are no obligations regarding physical presence at the office.”

“Shift workers could also telework during day shifts; that is when we do not practically do traditional shift work. However we are not given the opportunity. These day shifts are reserved for studying or for being in the reserve in case there is need for extra work force. Studying could well be done from home, at least in some days. The results of studying are being tested regularly with license hearings, passing the yearly renewable courses as well as with succeeding in normal daily work. For example, these renewable courses could well be done from home, either by reading the material at home and doing the exams at the office later – or studying at home and also doing the exams at home. Naturally this requires acceptable tools. And before the license hearings, it should be allowed to prepare for them at least partly from home (better concentration/peace to read without the fuss at the office). Of course, preparing for these hearings must be largely done at the office, but even as we speak we study certain materials at home during the weeks prior to the hearings. This studying done at home during private time now goes to “waste” – why can’t we get official telework hours from that?”

The same subject came up also with the supervisors:

”It is sort of unfair that not everyone can participate in teleworking even if they would like to, and even if they also could do it in practice. This doesn’t particularly add to the feeling of fairness and equity.”

Three supervisor respondents openly hoped more equality: telework should be allowed for all - or for none.

8.3 Experiences from the telework pilot project

Research objective 3 of this master’s thesis was “Attitudes towards the telework model: how did both supervisors and subordinates experience the general idea of telework and following results instead of time? What is the state of trust?” Research objective 4 was “What are the main challenges and benefits of telework observed during the pilot project?” The following chapters will give answers to these matters.

8.3.1 Attitudes concerning the telework model

Attitudes and beliefs relate strongly to employee productivity. Considering this, it is important that the company managers advance the right kind of company culture and values. A great part of the new generations will be doing independent knowledge work which brings out the challenge of measuring the results of the work more profoundly; this is a challenge that may only be overcome by renewing old leadership practices. This can mean e.g. new ways to motivate personnel, communicate visions, and build collective company culture. Regularly questioning one’s own beliefs and functions, as well as those of the subordinates, will assist in finding new and more functional ways to operate. (Neufeld & Fang 2005, 1047; Rossi 2012, 92; Sistonen 2008, 16-19; Vilkinen 2015.) The case company now needs to move from an old-fashioned bureaucratic company culture towards new, more flexible and modern one – and the success is dependable on the right kind of attitude from both supervisors and subordinates.

Concerning the supervisors' attitudes, they had a direct question 9 in the Telework Questionnaire for Supervisors: "What is your own attitude towards telework?" (Figure 12).

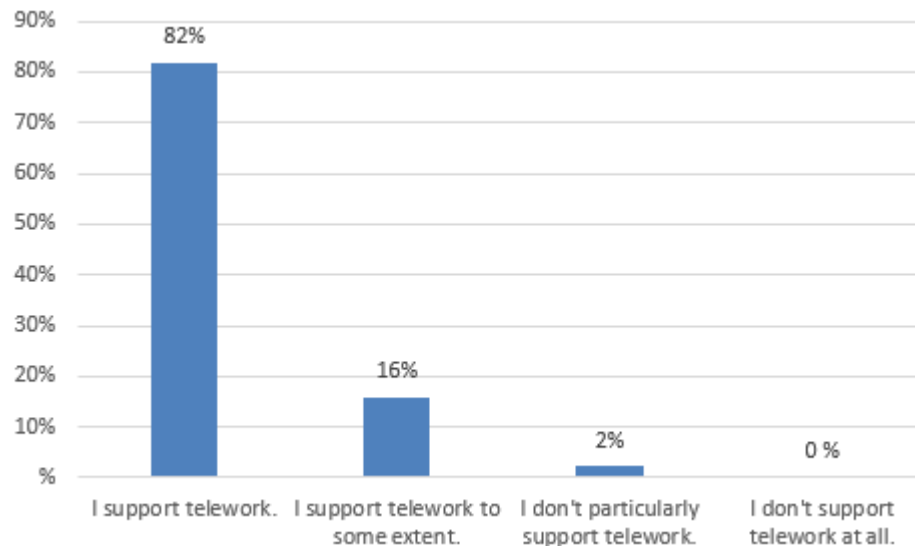


Figure 12. Telework Questionnaire for Supervisors, question 9: "What is your own attitude towards telework?"

The Telework Questionnaire for Supervisors also aimed to find out what the supervisors thought of the idea that they would follow the results of the work instead of work hours. This was question 11: "How do you feel that instead of tracking hours spent on work, you would follow the reached results of your subordinates instead?" (Figure 13).

This was an open-ended question, the results of which were categorized into three groups: positive, reserved, and negative. The majority of the supervisors, 86% of the respondents, had a positive attitude and supported the idea; 9% did not support the idea, and a couple of respondents were reserved. Those who had positive feelings about following results rather than work time shared their own positive experiences and attitudes. Here are few examples:

"Absolutely an idea to be endorsed, because work time does not tell anything about the results in expert work."

"Fresh and sensible idea in this otherwise old-fashioned organization culture."

“This is the way it should be. Everyone with their own areas of responsibilities. The results of these would clearly show how it has been going, what has been developed, how satisfied the customer has been, what has been finished, etc. This model would also encourage people to perform instead of “gather hours” [in the time credit].”

“This model greatly supports project thinking and work planning where the most important goals are to reach the wanted results.”

“I consider the following of results instead of work time appropriate and an opportunity that adds motivation. Monitoring work time and stalking people do not advance reaching results.”

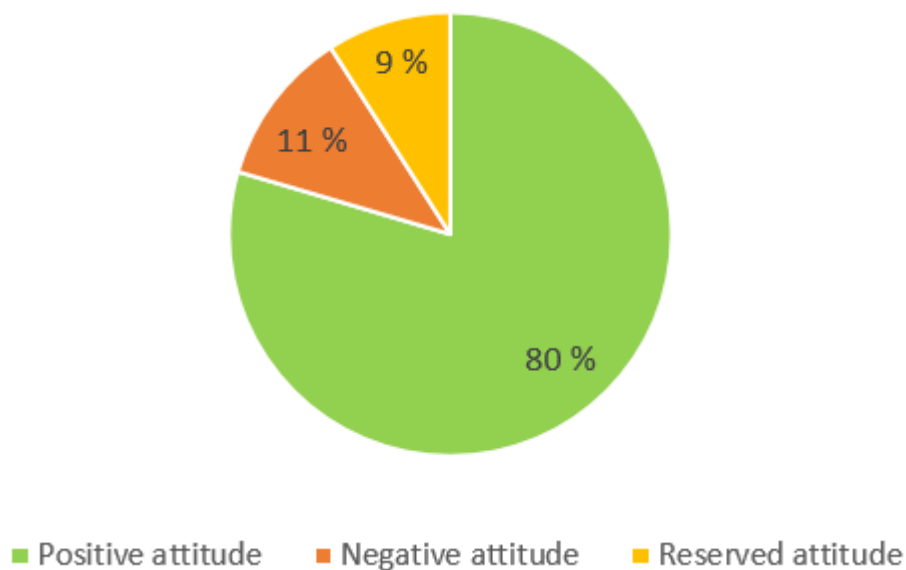


Figure 13. Question 11 in the Telework Questionnaire for Supervisors: How do you feel that instead of tracking hours spent on work, you would follow the reached results of your subordinates instead?

There were also some additional notions in the positive feedback about the challenges and requirements this model would bring to supervisor work. The importance of following the results of also those jobs that are done at the office was brought forth, as well as the need for clear reporting guidelines.

On the other hand, 11% (five supervisors) responded negatively; they did not support the idea of following work results. Out of this smallish group, three supervisors gave the reason “because it adds my own job”. Two of the criticisms concerned inequality and unfairness issues. A combined adaptation of these responses:

“It is a good idea in theory [to follow work results instead of work time], but it drives people into unequal statuses. Some can do the tasks better and faster than others. Professionals and more experienced people lose in this kind of arrangement.”

Those few who were reserved towards this leadership model were concerned about not leaving the follow-up of work time completely out of the picture. Also having a large number of subordinates – and multiple supervisors in return – were mentioned as reasons why following the results rather than work time was considered challenging. In general, however, the supervisors’ attitude towards this new type of leadership model where results matter more than hours worked gained support.

When shifting from supervisors to the subordinates, question 25 in the Telework Questionnaire for Employees was: “My experience of telework has been mostly...” and the pre-set choices were positive, neutral and negative (Figure 14).

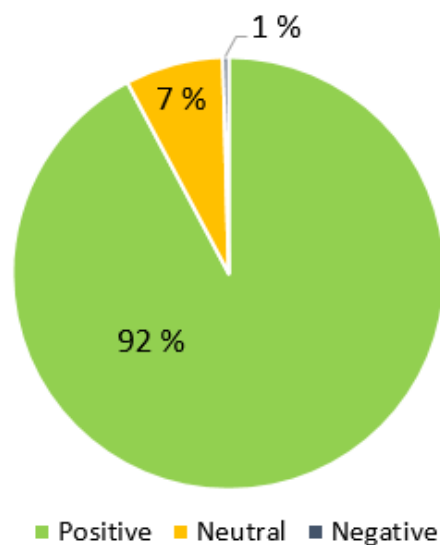


Figure 14. Question 25 in the Telework Questionnaire for Employees: “My experience of telework has been mostly...”

This question aimed to find out what kind of feelings and attitudes the telework pilot project raised among the employees. The result shows that the experiences were good: 92% of the respondents answered 'positive' while 7% answered 'neutral'. Only 1% of the respondents had negative experiences.

Something about the employees' attitudes towards teleworking can be also deducted from the voluntary feedback given in question 35: "Would you like to give feedback on the telework pilot project? Word is free." Out of all 440 respondents, 192 replied to this. There were 97 answers that contained genuinely positive feedback about the telework pilot project and its benefits. Among the most positive responses were e.g. the following:

"This telework pilot that was now implemented was unusually open and executed with respect towards the personnel; issues were openly talked about and it was clearly brought out that some people need more control than others. Likewise it was told that everyone has a personal responsibility when it comes to the success of their telework days. This was a much better approach in contrast to the same issues being handled secretly or by watching over everybody's shoulder."

"I think telework considerably increases both well-being at work and work motivation. Many employees are flexible in the employer's directions e.g. with working over-time and I think enabling telework is a wonderful indication of flexibility from the employer towards the employees in turn. Telework is also modern and tells that the company wants to keep up with the development of working life. The only thing with telework that vexes me is that everyone does not have the same possibility to implement it due to the nature of their work."

"I did not participate in the pilot but I have teleworked occasionally every now and then. Especially now when we have open-plan offices, the need for telework has increased; one cannot perform any tasks that require concentration here, let alone get uninterrupted working time for more than 10 minutes. Telework is present day anyway, because the main

emphasis should fall on measuring performance instead of hours worked.”

"Telework is a great thing and I hope it continues. Productivity and concentration are essentially better when teleworking. Maybe this is because one has planned the whole day better and does not “drift” into doing acute stuff instead. Naturally, there are differences with efficiency between telework days, just as it is with office days. Sometimes one thinks one can do more, but the tasks may prove to be more challenging, laborious etc. but in these cases one must recognize the situation and also accept it. There are those telework days that are spent with primarily dealing with acute things instead of the planned ones. One must remember that telework is not a piecework.”

"I did not participate in the pilot but I think the possibility to telework should exist at the case company also in the future. In several other companies telework has been part of everyday life already for a long time. The decrease of distractions is the reason why telework is more efficient than the days at the office. I believe that the freedom of choice and trust given to the personnel will add the productivity of work and job satisfaction.”

This gives the idea that the employees’ attitude towards this new work method is supportive. On the other hand, 59 out of 192 responses contained criticism. This criticism was not, however, aimed towards telework as a work model – it was supported almost throughout all feedback – but it was aimed strongly towards the rules and restrictions that were set for the pilot project (55 out of 59 critical responses). The main topics for criticism were 1) heavy task planning and reporting procedures, 2) issues related to both allocation and amount of telework hours, 3) issues related to both allocation and amount of telework days.

Employees were not the only ones criticizing the rules and restrictions. Also supervisor respondents felt the same way, when looking at their responses to Question 22 in the Telework Questionnaire for Supervisors: “Would you like to give open feedback about

telework and/or the telework pilot?” Both the subordinate and the supervisor feedback indicate that the implementation with the pilot project rules was not completely successful. Rossi (2012, 32) claimed that too many company rules and restrictions have a negative impact on both initiative and innovativeness; instead of preventing a small part of the personnel abusing given independence, the rules ultimately form the basis for institutionalized mistrust and the initiative and creativity of the rest of the personnel will be chained.

Here are a couple of takings from the employee feedback:

“I guess it’s good to test things, but it is a bit weird to pilot teleworking in this overly cautious way. One could just allow it and let things go. That is, if your work allows it (you’re not a maintenance fitter etc.) you can do your work wherever you like best. The case company needs radical renewal where slicing the commas won’t solve problems. There are companies with completely free work times, where there is profitability with power and responsibility being in balance, and even still these companies make profit – or exactly because of it. The case company has remained helplessly and radically behind development, and when the environment changes, the company must follow; otherwise it is futile to imagine competing for the best workforce because they go to the best companies. And the best workforce brings the best results.”

“We should absolutely continue the possibility to telework. Teleworking is today and enables better harmonization of work life and private life. It’s good to have some kind of guidelines for teleworking, but the supervisor should be able to agree directly with their subordinates about even more extensive telework possibilities, if the work allows it. Some supervisors still hold the understanding that subordinates don’t do anything on telework days – and then they are not even interested in viewing the results. This issue requires some attitude education to the supervisors. It should be possible to also do un-planned tasks, that is normal work, during telework days, because something urgent often comes up and

needs to be taken care of – resulting in deviating from the pre-planned tasks. The main point should be that teleworkers are truly working.”

Criticism concerning the task planning will be handled in more detail in chapter 8.4.1 "Prior planning of telework days". Reporting procedures will be opened up in chapter 8.4.3 "Measuring the results of telework". Conversely, as we can see from Appendix 1, there are no specified rules concerning the pre-planning and reporting of telework days; these problems stem from the different ways each supervisor has started to execute telework in practice. What is mentioned in the rules of Appendix 1, however, are the maximum amount of work hours per telework day, as well as guidelines concerning the maximum amount of telework days, and concerning Mondays and Fridays. The criticism concerning these factors is opened here with a few pickings from the open feedback of both supervisors and subordinates, as follows.

“Monday and Friday are equal to any other work day, so the recommendation about not teleworking on those weekdays should be taken away.”

“Many a time the planned tasks take more time than just one work day. When agreeing on telework days, finishing a project often requires from 2-3 telework days. Now that there’s the restriction of only one telework day per week, the requirement for finishing the planned tasks is unrealistic.”

“Telework possibility should be flexible to the maximum, and all work done outside the normal work place should be recognized and acknowledged truthfully. Therefore, telework should be allowed to do whenever, including evenings and weekends at home, so that the actual time used for working could be registered and the employee would get appropriately compensated.”

“Telework is today. Employees are the biggest asset of the company. If the employees are allowed to get excited in their work and realize themselves freely also outside the office, having the company’s goals in mind, this asset could be multiple. Restricting the registration of the work that

is actually done, there's an in-built mistrust which paralyzes the motivation of the personnel. Great motivation, and passion towards common goals, is a power with which the case company will rise from the depression. It won't rise with rules where safety issues, respect of people, and trust towards people, are thrown into the same basket. I, for example, continue pondering about work issues at home every day. This should not cause me anxiety, because the time and the place are wrong, "forbidden". Even though the telework pilot was a step towards the right direction, it was also humiliating and even ridiculous. The common recommendation is that even 2-3 telework days per week is good when aiming for a balanced work week. The restrictions of the telework pilot were a travesty to this."

"The telework pilot was successful, however in the future there could be around 4-8 telework days per month. Although one day per week is often enough a small flu could be better to be taken care of at home, and therefore adding the allowed telework days would bring more flexibility."

"The requirement for availability with a reasonable response time should exist, that is during normal office hours from 9-15, however other restrictions are not necessary."

"Telework is a welcome change to the case company's procedures. I hope it continues, although more than just 4 telework days per month should be allowed, if the work permits it. Having four telework days per month does not yet mean that the work is "independent of time and place."

Overall, it was seen negatively that the company should set strict rules for telework; rather, both employees and supervisors hoped that they could more freely agree on telework days as a whole (Figure 15). Here are a couple of subordinate feedbacks:

"Flexibility with telework should be tied to the nature of the work and the tasks! That is, people should be allowed to agree on telework freely."

I think the reached results should make the difference instead of the work time! If the goals for the day are not being reached, the employee can make a listing of the problems why this happened, so that they can be looked into together with the supervisor. I think it very important to allow implementing telework with freedom with which the supervisor and the subordinate mutually decide to be possible.”

”The principle of the supervisor and the subordinate agreeing on telework without restricting guidelines is excellent, very functional with me and my supervisor. I’m a supervisor myself, too, and I recognize my responsibilities. On company level, maybe the most functional option would be having just recommendations concerning telework practices. No directive rules. The most important thing is the flexibility of work life! Exact rules don’t fit into that, but recommendations do. Otherwise I’d give the case company 10 points for implementing telework, it’s an awesome thing. I just hope this won’t be spoiled with stupid rules. And I’d like to emphasize the responsibility of the supervisors. They must be awake with this teleworking thing: for some people it’s suitable, but for some it’s not.”

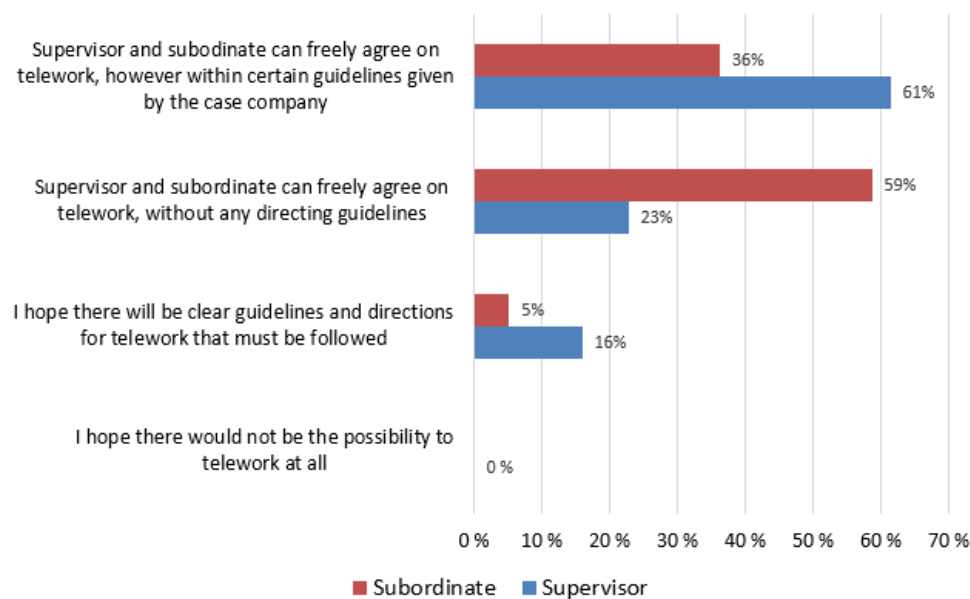


Figure 15. The combined opinions of supervisors and subordinates to question “According to what principle telework should be implemented in the case company?”

The supervisors are strongly of the opinion that they should be given totally free hands, while the subordinates wish there would be at least some kind of directive guidelines given by the company. From personal observations during year 2016 the author of this master's thesis considers this is both a trust and an equality question; since the supervisors already interpreted the pilot project rules somewhat variably, general yet loose enough guidelines from company level might protect certain employees from supervisor's incompetence and/or lack of trust.

As a general notion based on all the results presented in this chapter, the personnel wanted to establish telework as a permanent practice – but with revised guidelines.

8.3.2 Trust towards the teleworkers

The efficiency of telework is based on trust: employees want to be worthy of that trust, which makes them work more effectively and commit to their tasks, which often also improves the quality of their work. Open communication and the balance of trust and responsibility are in key positions when introducing telework. The organization's policies and culture must be developed from controlling towards trust-supportive. Lack of trust deteriorates company culture that would otherwise be supportive of telework. Especially managers are in a key role when building trust. (Vilkman 2015, Pekkola & Uskelin 2007, Rossi 2012.)

In this research, trust issues were handled in both employee and supervisor questionnaires. The questions were formed slightly differently. For the employees, the question was "How would you estimate the trust between the supervisor and the subordinate in your own case when you suggest telework?" and for the supervisors "Do you trust your subordinates to use the telework day by working efficiently?"

The results (Figures 16 and 17) indicate a rather positive trend; 96% of the employee respondents regard that their supervisor trusts them completely and supports telework in their case, and only 4% observed slight mistrust. As for the supervisors, 57% claim to trust their subordinates completely, 43% mostly. None of the employees felt that

their supervisor does not trust them at all; also none of the supervisors replied they did not trust their subordinates mostly or at all.

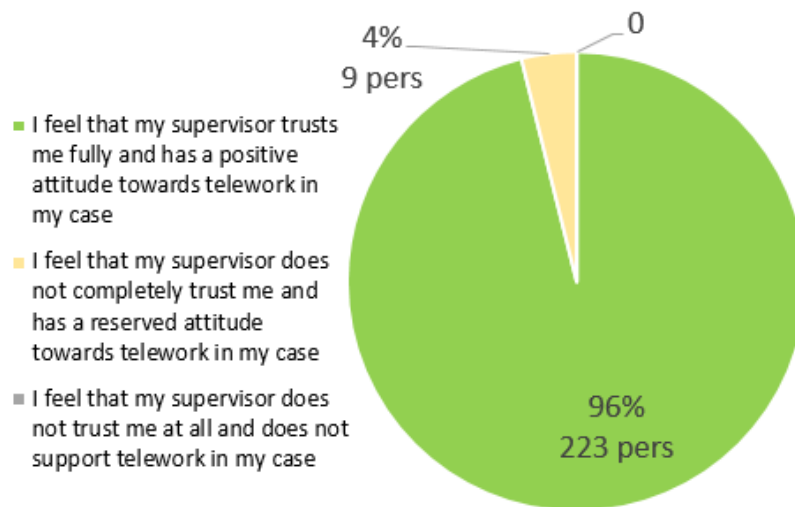


Figure 16: Telework Questionnaire for Employees, question 29: “How would you estimate the trust between the supervisor and the subordinate in your own case when you suggest telework?”

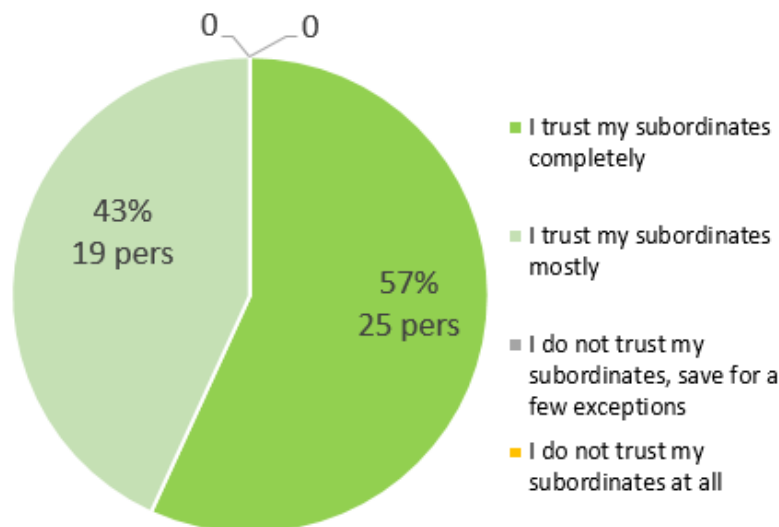


Figure 17: Telework Questionnaire for Supervisors, question 10: “Do you trust your subordinates to use the telework day by working efficiently?”

This is a generally positive result; however, it is worth noticing that 43% of the supervisors trust their subordinates only *mostly* – not completely – even if this slight mistrust does not apparently appear outward very often.

For the final question 35 “Would you like to give feedback on the telework pilot project? Word is free” in the Telework Questionnaire for Employees, altogether 15 responses dealt with trust issues. Here are a few examples:

“I consider telework as one form of work flexibility that is introduced in order to add well-being at work and the commitment of the employee to the company. It is also a sign of mutual trust.”

“The need to “report” time after time is a good starting point, but when the trusting relationship has been formed, there should be the possibility to progress one’s own tasks [freely] so that the given goals are being eventually met.”

“Building mutual trust enables reaching better results. Not in a single modern workplace are the best results reached with force and tight control. Personally I would leave all agreeing on telework days to the supervisor and the subordinate, and the role of the company’s management would only be to determine the maximum amount of telework days.”

“The direction is good but there’s still a long way to go. The employer must get rid of its mistrust towards the employees.”

“The telework pilot was otherwise good, but the pre-planning and post-reporting rule inevitably brings to mind that the management does not trust the ability of its employees to perform their duties independently. With the immediate supervisor there exists trust and has been before, even without reporting. Otherwise this possibility to telework improved my image of the company a little, but the reporting rule brought it down again.”

Free feedback about trust issues was also given in the Telework Questionnaire for Supervisors (question 22). Here are some pickings from the supervisors:

"A set maximum amount of telework days per month is not a functional model. There needs to be trust; giving both the immediate supervisor and the subordinate responsibility to decide on these matters according to the requirements of each situation."

"I would only burden myself with it [following the results of telework days]; one must be able to trust their subordinates."

"Trust vs. control. Both are surely needed, but with my own subordinates trust has thus far been working very well and brought results."

"The more freedoms and less bureaucracy and the mandatory recommendations, the better results. It's a functional solution. No monthly maximum number of telework days works; it requires trust, giving responsibility for both supervisors and subordinates, and proceeding according to the nature of the work and the occasion."

From this feedback we can draw the conclusion that the appearance of trust has a link to the heavy guidelines the case company has set for telework. Even if the supervisor and the subordinate would otherwise share a variable amount of mutual trust, the telework rules have aided in fading it – at least on general company level, giving the idea that the company as a whole does not trust its employees enough when setting guidelines. It would be interesting to know what the results would have been if there had been no guidelines at all for the pilot project.

8.3.3 Observed challenges

Question 27 in the Telework Questionnaire for Employees was about finding out what possible challenges the employees faced with telework during the pilot project. The question was "What kind of challenges did you face during the telework day?" with 11 multiple pre-set choices as well as an open-ended option for free comments (Figure 18). The respondents were allowed to select multiple options; except if they chose "I didn't face any kind of challenges with telework", the other options were no longer

available. Altogether 52% of the respondents claimed they faced no challenges at all. With the rest, the biggest challenges dealt with ergonomics issues and IT issues. A few respondents missed the social contacts of the office, and some were irritated by the obligation to be available during the office hours even though they had decided to allocate their working hours at another time.



Figure 18: Telework Questionnaire for Employees, question 27: “What kind of challenges did you face during the telework day?”

Also 15% of the respondents mentioned other challenges (Figure 19). By grouping each of the open-ended answers, three topics of additional concern were revealed: 1) dysfunctional/inadequate IT solutions (15 respondents), 2) challenges with time management and task management (16 respondents), 3) other (personal) reasons (3 respondents).

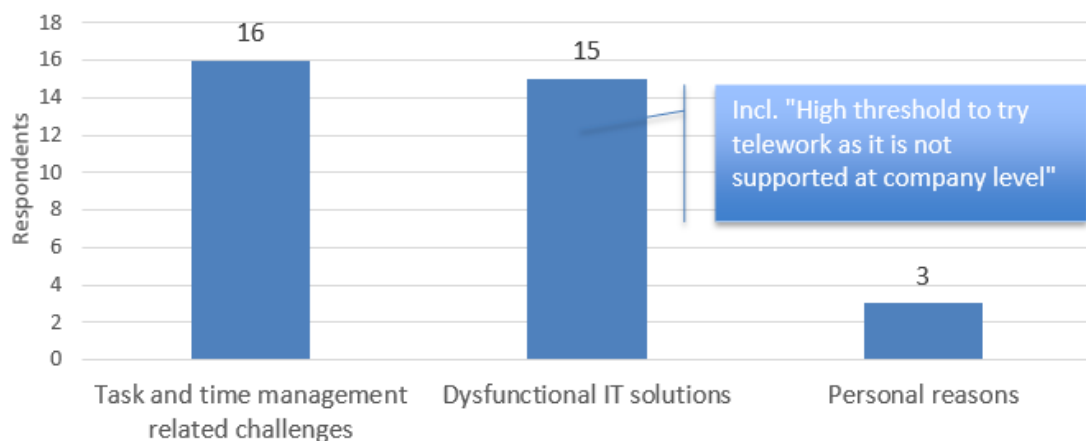


Figure 19: Challenges faced during telework days by the employees: additional challenges to the pre-set ones.

Concerning IT issues, the feedback reflects the fact that all information systems were not yet enabled for remote usage during the pilot project. A couple respondents also mentioned challenges with installing their tools.

”Need to access databases that were not within remote usage caused challenges.”

“Certain information systems did not work remotely and I couldn’t access all network folders.”

“Attaching my own keyboard and printer to the company laptop.”

Concerning the time and task management issue, telework is a new work model at the case company and arranging one’s own work can be challenging at first.

“There are certain tasks planned for each telework day in principle. Colleagues and other contacts working elsewhere don’t know this. If something urgent and surprising comes up that has to be dealt with, it confuses the day’s plans. The planned work is either left untreated or the number of hours worked will grow unreasonably high if one still decides to perform the defined tasks.”

“It’s not as easy to let go of work-related matters at the end of the day as it is when leaving the office.”

“I didn’t keep pauses and I worked for too long.”

“Guidelines say that one should be available in between 9 am and 15 pm but as the work often requires concentration, one prefers to be offline with also the phone silent. This is inconsistent with the availability requirement.”

Out of the personal reasons I wanted to lift up one particular feedback:

“I have a high threshold to try telework as it is not supported at company level”.

Telework is a new work method at the case company and despite this comment, attitudes towards it are generally supportive (chapters 8.1 and 8.3.1). However it seems there are some who experience the atmosphere differently.

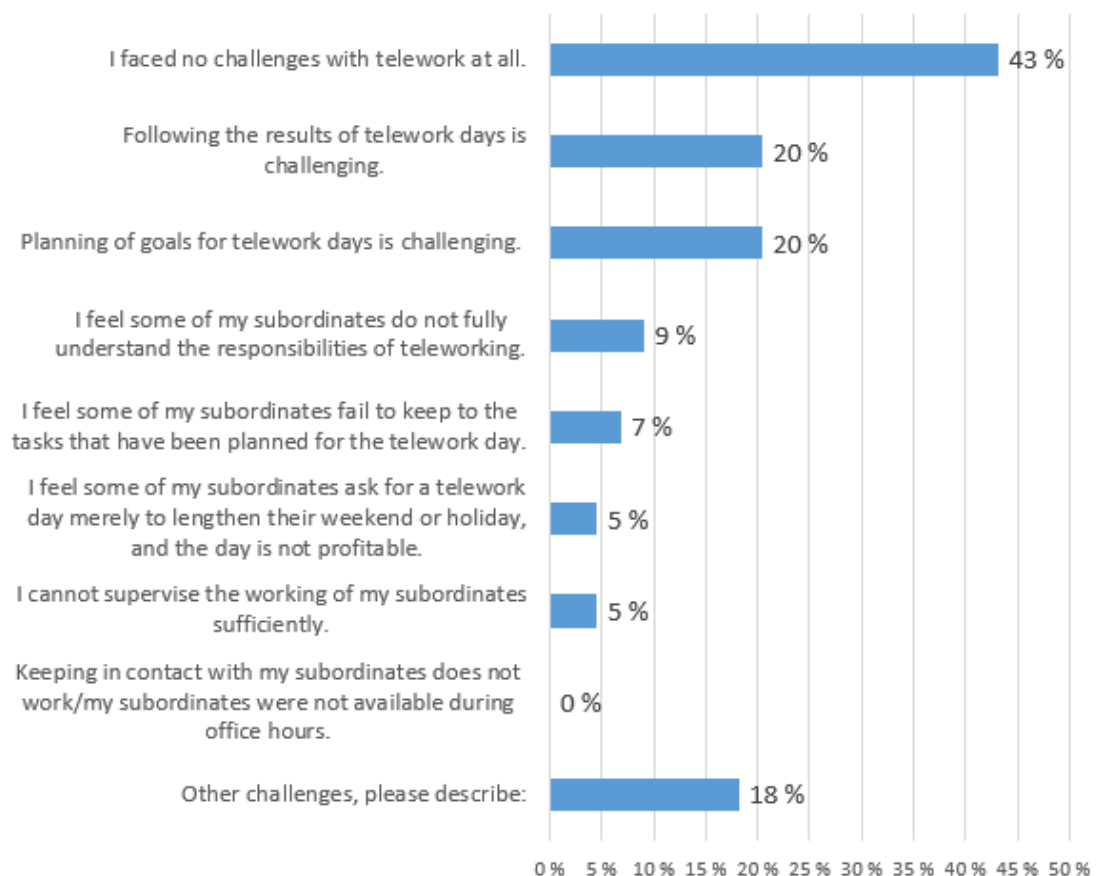


Figure 20. Question 20 in the Telework Questionnaire for Supervisors: “What kind of challenges do you face with telework, from a supervisor’s perspective?”

The challenges met during the pilot project were also asked from the supervisors and from their point of view. The supervisors were asked with question 20 in the Telework Questionnaire for Supervisors “What kind of challenges did you face with telework, from a supervisor’s perspective?” The question had 8 pre-set choices and one open-ended alternative. The respondents were allowed to select multiple options, except if

they chose “I faced no challenges with telework at all”, the other options were no longer available. The results can be seen in Figure 20.

Altogether 43% of the supervisor respondents claimed to have faced no challenges at all with telework. One fifth felt that the prior planning of telework days is challenging, and the same amount of respondents felt that also the following of reached results is challenging. There were also several responses that mirrored the results of the trust-related question; 9% of the supervisors answered here that they were not certain if all their subordinates fully understood what responsibilities teleworking brings along. In addition, 5% felt that, with some people, telework days were used merely for lengthening weekends or holidays. Another 5% felt that they could not adequately watch over what their subordinates were doing, and 7% had an awareness that all planned tasks were not necessarily done.

Altogether 8 supervisors replied to the open-ended question as well, and half of them touched upon trust issues.

“Challenges can arise if people's attitude toward work is not proper, then telework does not fit. Otherwise I do not see the problem.”

“The challenge in the previous section was only directed at individuals and I should be allowed to forbid them from teleworking without sacrificing the principle of equality.”

“Mostly a positive experience. Everyone should not suffer if someone is unable to work in accordance with teleworking principles.”

“Remote work requires high morale. There are always those in an organization who misuse these opportunities. Corrective actions should be directed directly to these persons.”

Other open feedback about the challenges for supervisors included a general observation about the restricted remote availability of certain IT systems, challenges of contacting the employee in acute work situations, and the worry about the strain that diligent employees may cause themselves with intensive working when natural pauses are not included in the day.

8.3.4 Observed benefits

Telework has generally known to have multiple benefits for both the teleworker and the company. The key issues cornering the teleworker are increased job satisfaction and motivation based on more autonomous approach to work, well-being at work, and the harmonization of private life and work life. (Commission of the European Communities 2008, Pekkola & Uskelin 2007.)

In the Telework Questionnaire for Employees was a multi-choice question “What positive experiences did you have with telework?” with 9 pre-set choices and one open-ended one. If the option “I had no positive experiences from telework” was chosen, other options were no longer available. The benefits of telework were well acknowledged (Figure 21). The top 5 benefits observed were: 1) Better concentration on work (82%), 2) Growth of job satisfaction (78%), 3) Growth of free time (69%), 4) Growth of motivation (69%) and 5) Harmonization of work and personal life (59%).

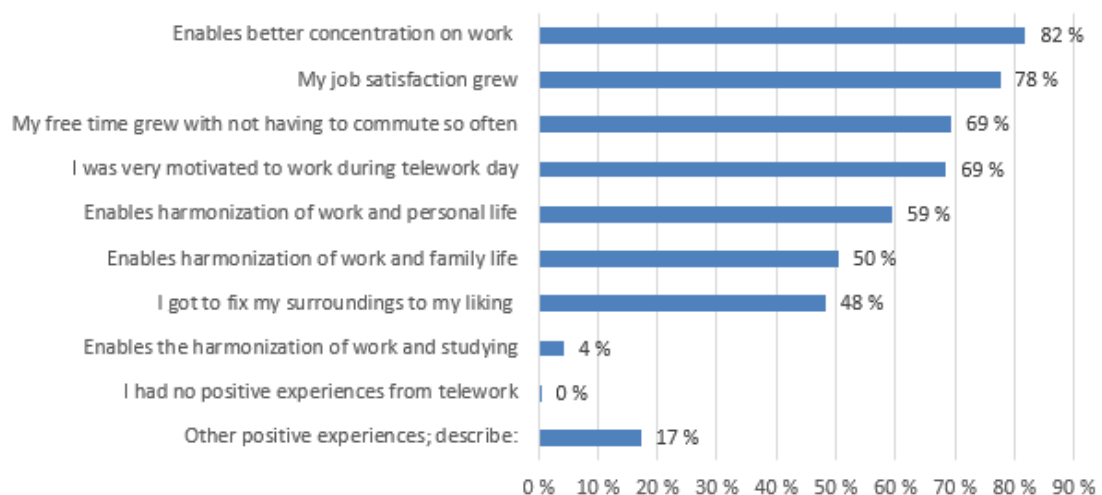


Figure 21: Telework Questionnaire for Employees, question 28: “What positive experiences did you have with telework?”

Two following and also rather strong positive experiences were the harmonization of work and family life (50%) and the fact that the work environment could be modified to be individually suitable (48%). None replied that they had no positive experiences from teleworking at all. Also 17% of the respondents mentioned other positive experiences outside the pre-set list (Figure 22). These included improved quality and efficiency of work, benefits achieved from not having to commute each day, and benefits from being allowed to freely choose when one is going to do the intended tasks.

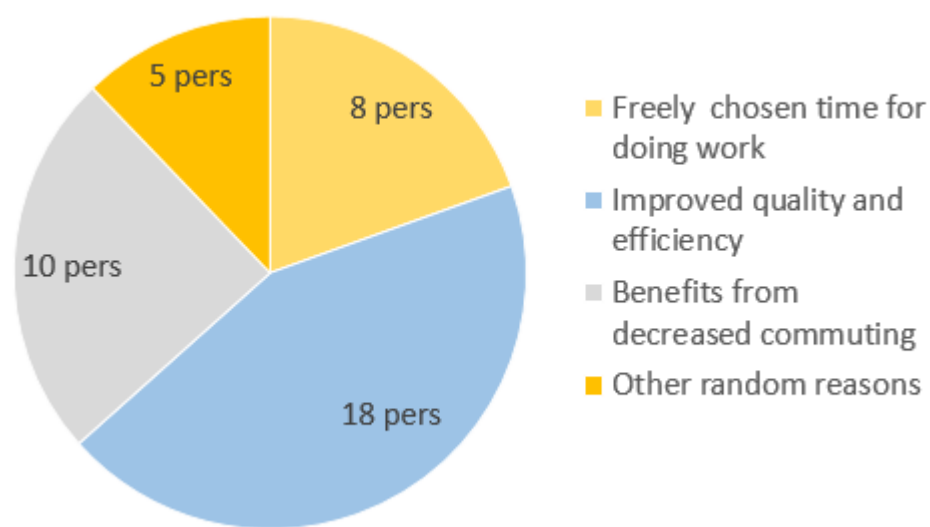


Figure 22. Telework Questionnaire for Employees, question 28: “What positive experiences did you have with telework?” -other positive experiences from telework during the pilot project.

Also supervisors were asked what positive effects telework has had on their subordinates (Figure 23). Altogether 77% observed increased well-being at work and 68% observed strong motivation. 70% of the subordinates observed that work life and family life were better harmonized with the telework possibility, without either entity suffering. Also 59% of the respondents observed that their subordinates could concentrate better on their work. One third of the respondents also observed increased commitment.

From the supervisor’s perspective, the benefits of telework emerged in the form of increased welfare factors for their subordinates. This subject was handled with Ques-

tion 21 in the Telework Questionnaire for Supervisors: “What kind of positive experiences did your teleworking subordinates get according to your own perception?” The question had 7 pre-set choices and one open-ended option. Respondents were allowed to choose several options; however, if they chose “My subordinates had no positive experiences at all” other options were no longer available.

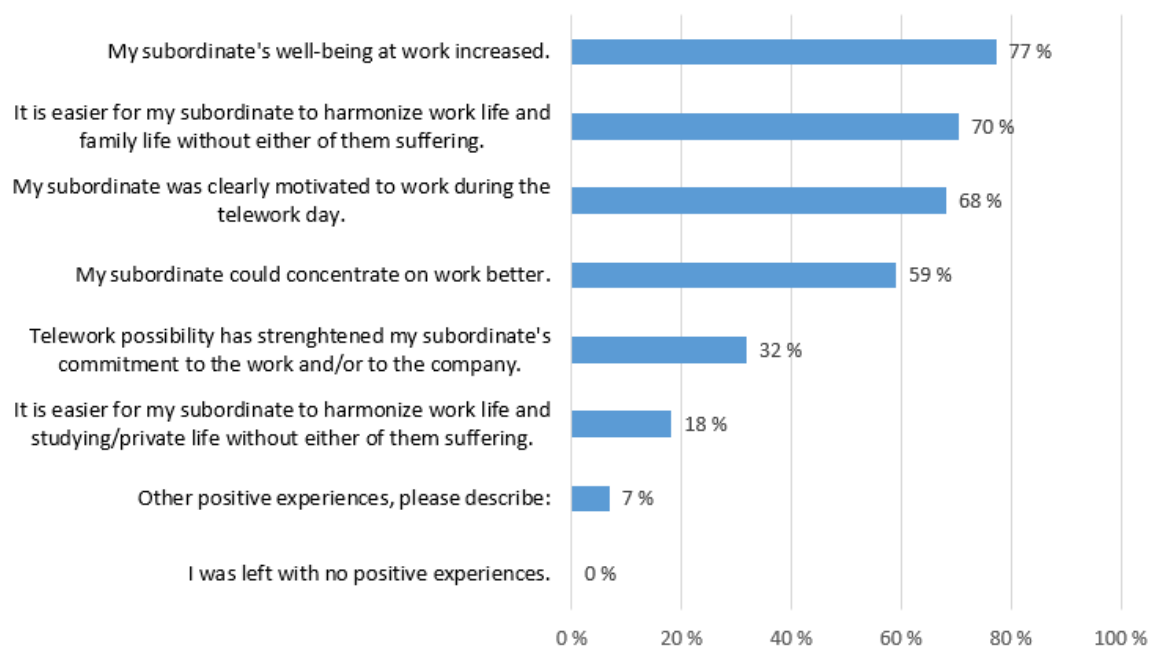


Figure 23. Question 21 in the Telework Questionnaire for Supervisors: “What kind of positive experiences did your teleworking subordinates get according to your own perception?”

From the results we can draw out four most common benefits that the supervisors observed: 1) the telework possibility increased the subordinates’ well-being at work (77% of the respondents), 2) it was easier for the subordinates to harmonize their work life and family life without either of them suffering (70%), 3) the subordinate was clearly motivated (68%), and 4) the subordinate could concentrate on work better (59%). The telework possibility also strengthened the subordinates’ commitment to their work and to the company according to 32% of the supervisor respondents. The harmonization of studying/private life and working was noticed as telework’s positive influence by 18% of the supervisors. Responses to “Other positive experiences, please describe” (3 respondents) were all general notions about telework’s common benefits.

8.4 Telework practices during the pilot

Objective 5 of this master's thesis was "To what extent the supervisors and subordinates at the case company pre-planned the tasks for telework days and followed the reached results? Did they consider it practical?" The following chapters will answer these questions.

Practical implementation of telework during the pilot project was based on specific telework rules set by the management (Appendix 1).

8.4.1 Prior planning of telework days

Goal-setting for telework – or any work – is very important; goals should be clear and inspiring, realistic and in accordance to the employee's know-how. Measuring of work performance should be done continuously in cycles fitting the nature of each project; for example, by arranging meetings or personal conversations weekly or monthly. (Vilkman 2016a, 93-94.)

The Telework Questionnaire for Supervisors, question 14 "Did you plan the telework days beforehand with your subordinates?" revealed that 75% of the supervisors actually did this (Figure 24). Of course, this was a requirement in the pilot project rules. However, despite the rules, 18% answered that they planned the days with some, and with some they did not; and 7% replied that they did not plan the content of those days beforehand with their subordinates at all, because their subordinates had already ideas of what they could do.

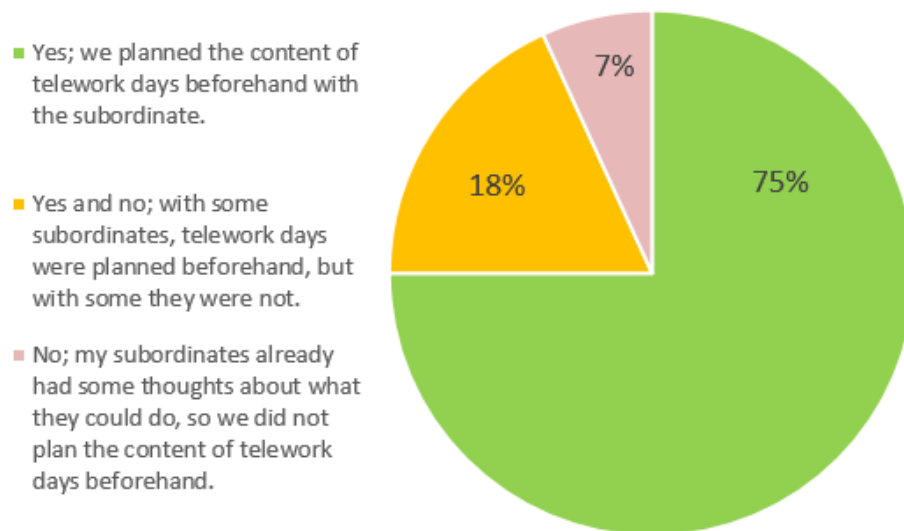


Figure 24. Telework Questionnaire for Supervisors, question 14: "Did you plan the telework days beforehand with your subordinates?"

Supervisors also gave open comments about why it is useful to plan telework days beforehand:

"I felt it as important, and my subordinates clearly liked it, that I showed interest towards the plans they had made for their telework days."

"I think prior planning of the tasks for each telework day is an absolute requirement for being able to evaluate reached results."

"Planning the telework days at least somewhat supports both parties; it is nicer also for the teleworker that something has been planned."

"I think pre-planning is good; it gives also the supervisor an idea what is going to be done while it simultaneously working as a request/announcement of the telework day."

"Planning beforehand is important. The subordinate thinks about the return of their own work input, they can "collect" separate independent tasks so that they can handle the bundle at one time. With pre-planning the subordinate can also be guided towards tasks important for the supervisor."

When shifting from supervisors to subordinates, the Telework Questionnaire for Employees, question 15 “Did you plan the telework days beforehand with your supervisor?” (Figure 25) had slightly different alternatives but the results are in adequate accordance with those of the supervisors (Figure 21).

Altogether 79% of the respondents claimed that they planned their telework days beforehand with their supervisors. Of these respondents, 25% informed that they made detailed plans, and 54% made general plans. 21% of the respondents said that they had a general idea of what they would be doing during the telework days, but they did not make any plans with their supervisors about them. Not one (0%) replied that they themselves, or their supervisors, had no plans reserved for their telework days.

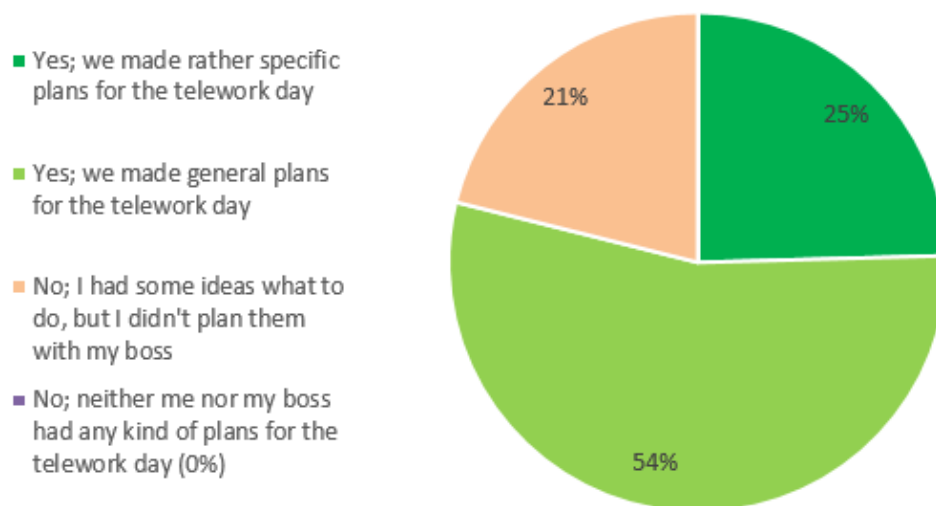


Figure 25. Telework Questionnaire for Employees, question 15: “Did you plan the telework days beforehand with your supervisor?”

As already mentioned, this obligation for prior planning of tasks was set in the pilot project rules. However, this requirement faced a lot of criticism in the open feedback with the subordinates. In the open feedback to question 35 at the end of the Telework Questionnaire for Employees, many respondents criticized the issue of planning each telework day beforehand. Here are a few pickings:

"I find it curious that there is a form that must be filled in before having a telework day where the planned tasks must be listed. (I teleworked only once during the pilot.) Why this kind of listing is needed for telework days when it's not needed for any other days either? The same tasks are being done anyways. Therefore, I consider pre-planning the contents of a telework day bureaucracy. There's no document left from regular days for the supervisors either, except for the hourly targeting of work time, which can be done in the same manner with both telework days and office days. I think an announcement – even in the same morning – is enough for keeping a telework day if one thinks they can perform their daily tasks at home. Pre-planning is useful only when the number of telework days accumulates considerably on a monthly basis."

"Setting specific goals for telework days feels a bit funny; after all, we don't do that with the office days, either, my supervisor and I. More important is to set and reach annual goals that are being followed and discussed in development conversations. When setting rules it would be good to remember that freedom and trust feed responsibility. If there is someone willing to abuse this practice by acting dishonestly, they will succeed in it no matter how tight the rules are. And the ones who suffer are those who are motivated and efficient..."

"A person must be able to plan their work so that it does not require a hard-time approval process and a reporting after a teleworking day. An expert organization should be able to monitor the work done and not waste time in formalities."

"Personally, my work varies a lot and, at times, a great deal of the day is spent in managing the running things. Therefore, it's kind of useless to determine what tasks should be done during a telework day, since various tasks can take from a few minutes to entire weeks to become complete. Few things are such that can be completed within 7,5 hours. If one wants to laze and not work, there are plenty of opportunities for that even

at the office, one does not need telework for that. So get rid of the useless restrictions!”

”More flexibility! No forced task planning but one should be allowed to do their job and report about the reached results if there is need. More trust towards the subordinates!”

In addition to the subordinates, there were also a few supervisors who did not see the point in planning beforehand the tasks for each telework day, as the results of question 16 in the Telework Questionnaire for Supervisors show:

“Usually we had a short conversation about the goals of the telework days, but there was no particular procedure or filling in any forms.”

”It’s good to inform others beforehand if one intends to keep a telework day, but identifying separate tasks is not necessary if there’s trust and things are truly getting done. It’s not relevant if the telework day in particular was efficient, but the whole is what matters. Usually the overall result is better if the employees feel they are being trusted in, and both parties are flexible.”

8.4.2 Realization of planned tasks and work time

Given that most of the personnel planned the tasks for their telework days in advance, it is interesting to see how the work was done. The Telework Questionnaire for Employees approaches the subject from two partly overlapping aspects: 1) how did the telework hours predominantly realize, and 2) how the planned tasks got accomplished.

Question 16 in the questionnaire was “How did the telework hours predominantly realize in your case?” The respondents were allowed to pick 1-3 choices that best described their situation from a preformatted list of seven choices plus one open-ended option (Figure 26). Altogether 62% of the respondents claimed that they managed to

do all of their planned tasks during the telework day, the duration of which is automatically set to no less or more than the employee's normal daytime work time. 53% of the respondents chose the alternative that they managed to their planned tasks faster than anticipated. Out of this group, 47% filled in the hours with extra tasks and the rest were generally available during the office hours. For 15% of the respondents the normal daytime work hours were not enough for all the planned tasks, and as much as 22% admitted that they did more hours than what they got credited for, in order to finish what was planned.

11% of the respondents chose the open-ended question. Out of 25 respondents to this question, 10 claimed that unexpected and urgent tasks as well as so-called ad hoc tasks superseded much of the planned ones. This resulted in the work hours not being enough for the planned tasks, or in the person doing overtime without any compensation.

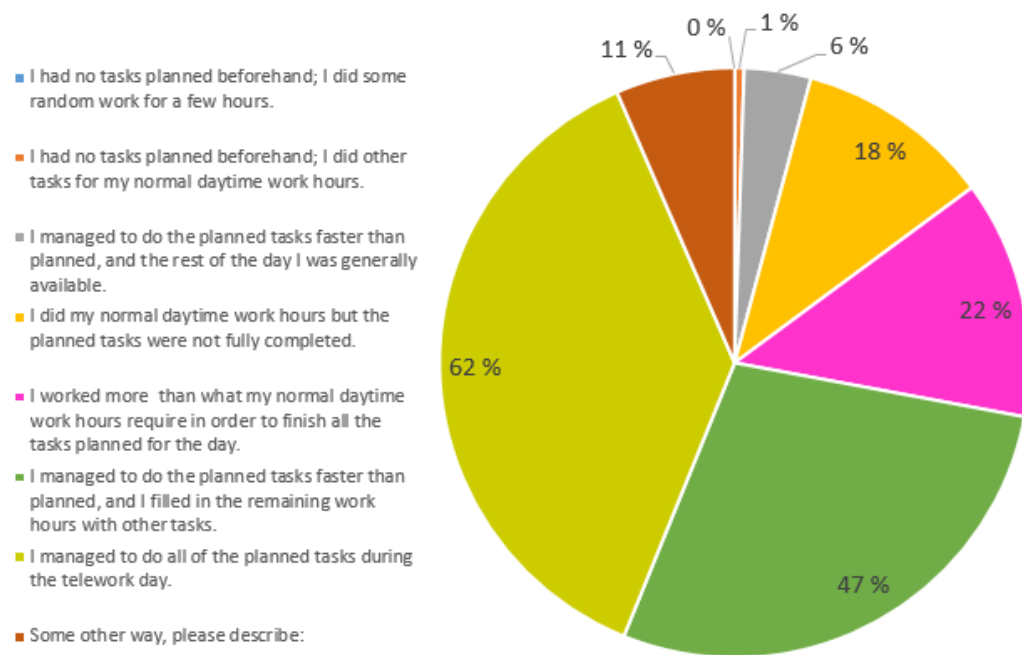


Figure 26. Question 16 in Telework Questionnaire for Subordinates: “How did the telework hours predominantly realize in your case?”

The teleworkers were also asked how successful their days were when thinking about achieving the pre-set goals. Question 17 in the Telework Questionnaire for Employees was “How did you primarily manage with the work planned for the telework days?”

(Figure 27). The question allowed multiple choices considering not all telework days are similar.

Out of all 232 respondents, 57% answered they succeeded in finishing the tasks planned, and 64% claimed to have done even some extra. In addition, 10% of the respondents claimed that their telework days were efficient even though they either had no prior plans for it, or if they used it by doing other things than what was planned. One fifth of the respondents chose to confess that the tasks were only partly done. None replied that their telework days were inefficient.

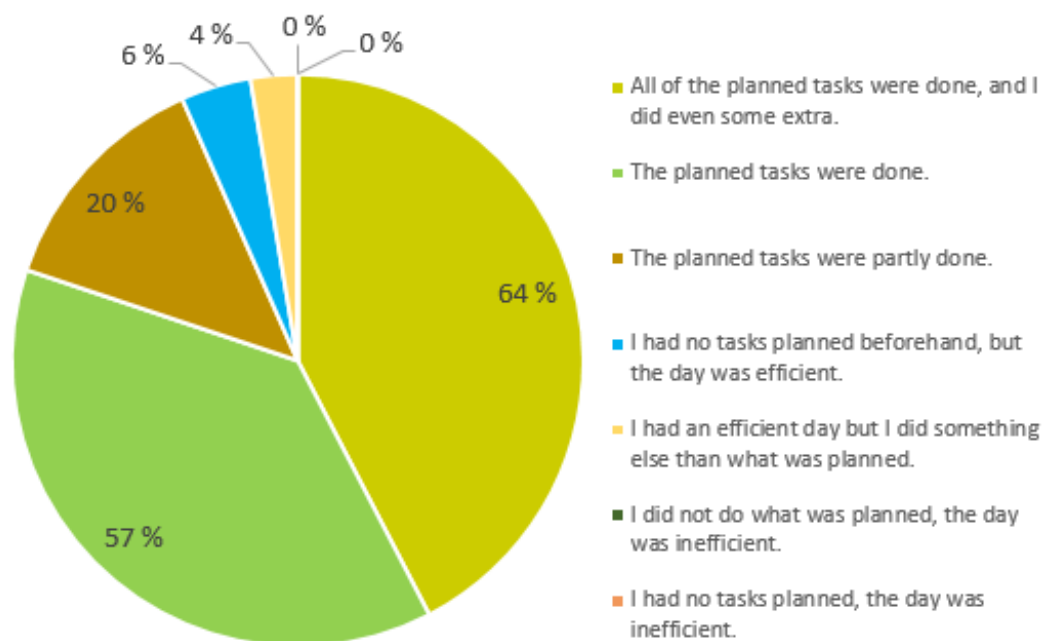


Figure 27. Telework Questionnaire for Employees, question 17: “How did you primarily manage with the work planned for the telework days?”

Telework Questionnaire for Supervisors showed that the supervisors were generally satisfied with the results of the telework days. Question 17 in the Telework Questionnaire for Supervisors was “How did your subordinates primarily manage the tasks planned for the tele-work day?” The supervisors were given 1-3 picks for the question, with six pre-set choices and one open-ended option.

The majority (80%) of the respondents answered that the planned tasks were primarily fully completed (Figure 28). 30% also chose the option that the planned tasks were often only partly done, Only 2% observed that the planned tasks were not done. With

14%, the prior planning of days was not done, but they still observed their subordinates' telework days were efficient. Out of all respondents, only 2% replied that they did not follow the success of telework days.

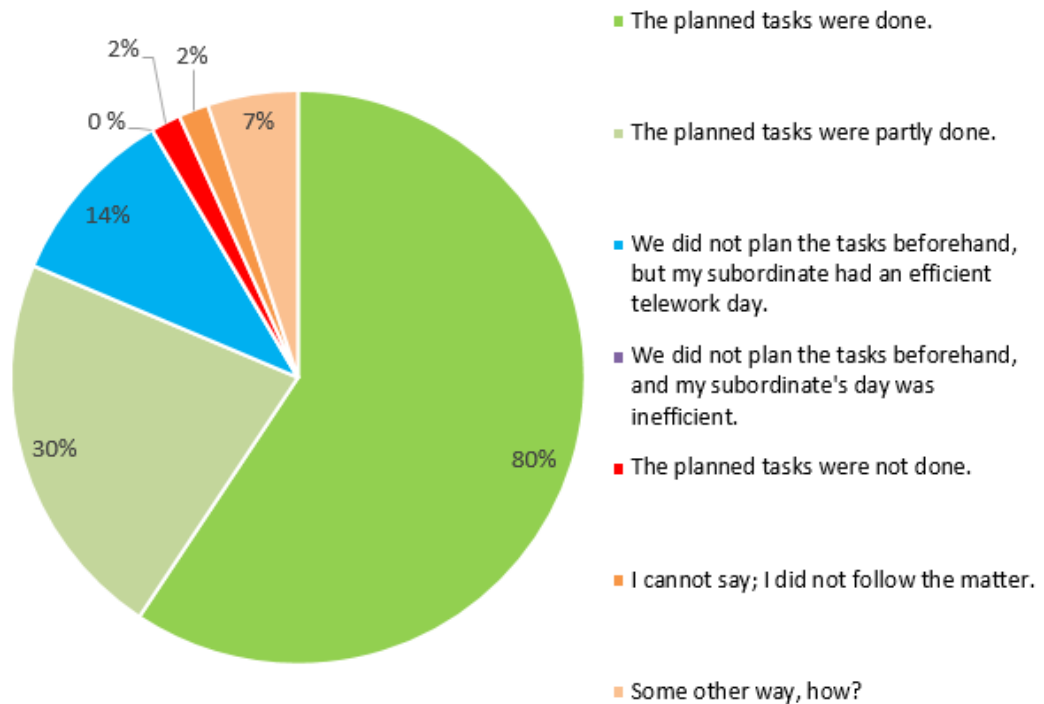


Figure 28. Telework Questionnaire for Supervisors, question 17: “How did your subordinates primarily manage the tasks planned for the tele-work day?”

There were also 3 responses for the open-ended question. One supervisor said that the planned tasks were done, and even extra work was done on top of it. Other said that the efficiency might grow if there were less pre-set restrictions to telework. The third one said they followed the big picture in general, not the productivity of a single telework day, although after some days they received the results of the day for comments.

8.4.3 Following the reached results

One objective of this master's thesis was to find out to what extent the supervisors followed the reached results of telework days, and did they consider it practical or futile. In the Telework Questionnaire for Supervisors, was the question 15: “Did you follow the productivity of your subordinates when they had telework days?” with three preformatted answers. The idea was to get an overall view of the current situation, as

well as gather good practices. The outcome (Figure 29) was that 34% of the respondents followed the productivity of the telework days while 59% came somewhere in between: sometimes they followed the productivity and sometimes not. 7% did not follow the productivity of telework days at all.

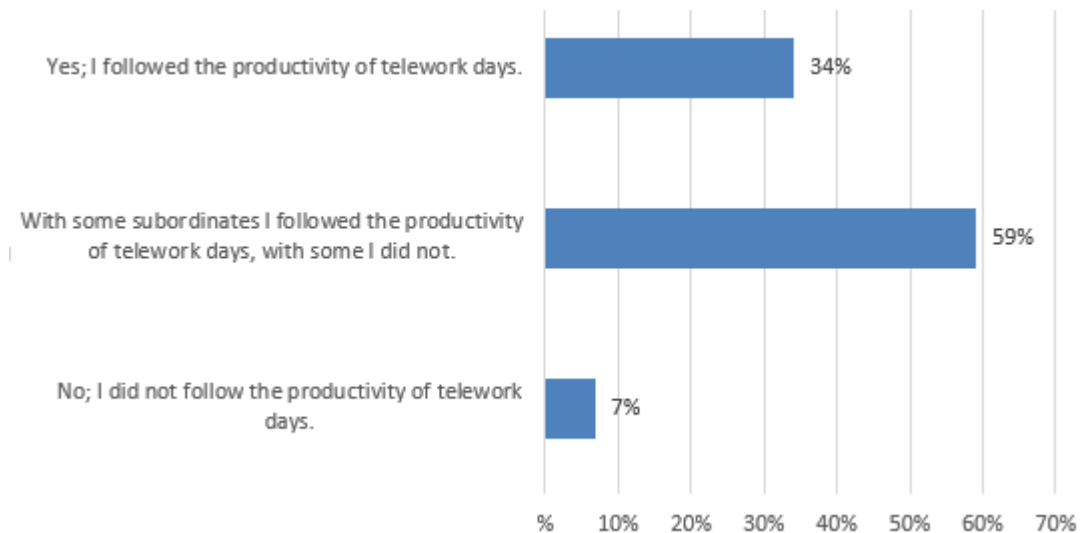


Figure 29. Telework Questionnaire for Supervisors, question 15: Following the productivity of telework days during the pilot project.

Supervisors were also asked with an open-ended question more particularly about the follow-up and why they chose to act the way they did. Question 16 in the Telework Questionnaire for Supervisors was “Why did you choose to act as described before? Did you consider pre-planning the contents of telework days and following the reached results important or useless?” There were 42 respondents. The main theme was general disregard for micro-managing: several of the respondents claimed that their subordinates were adequately self-directed, that the whole concept is based on trust, and that there was no reason to contemplate one day’s productivity when the subordinate was in charge of a long-term project. The respondents also wondered why telework days should be followed differently than the days spent at the office. Also the challenge of multiple supervisors were an issue for a few. Over a half (52%) of the respondents followed the productivity of telework days only to various degrees as they trusted their subordinates and did not see why telework should differ from regular office work. Here are some comments related to the issue:

“As adults, my subordinates can plan their work themselves and the results are measured as a larger concept; that is, one day’s productivity does not tell much about the progress of the whole project. I have discussed the productivity of separate telework days only sporadically with my subordinates.”

“It is good to inform about the upcoming telework day, however it is not necessary to list all tasks separately if there is mutual trust and things get forward. It is not relevant whether one particular telework day is productive or not: the result of the entity is what matters. The entity is usually better if people feel they are being trusted and both parties practice flexibility.”

“Expert organizations are self-directed in principle. It is not possible nor wise to follow the results of the work on a daily basis, no matter where the work is being done – at the office, at home or someplace else. The physical location of the worker should not matter these days.”

“I know my subordinates and their tasks, and I trust what they tell me. It’s not my habit to stand behind their backs and watch what they are doing at the office, either!”

“I follow the results of my subordinates as a whole; not specifically what part of the project has been done at the office and what part has been done someplace else.”

There were also those supervisors who supported much more bureaucratic measures to verify the productivity of each telework day:

“My team put the pilot’s guidelines as well as the telework risk management form into our online workspace. We also put there an Excel into which every teleworker had to write down the telework days and their planned tasks. After the telework day, everyone updated the Excel with

comments about how the day and if there were any problems. I think this was, in principle, a functional model. ”

”Every teleworker had to present a report after each telework day how their planned tasks realized, but I went it through only with some people. The reason for this was distributed management: service managers and project managers were the ones to evaluate the technical performance; I was responsible only for the HR-related issues. ”

”Telework is a relatively new concept with the case company and practices are still finding their place. This is, among other things, why I think it is important that the tasks are being planned beforehand and the performance afterwards evaluated. On the other hand these practices belong to usual performance management. ”

As a notion, the follow-up of telework days was actually a request in the telework pilot project rules (Appendix 1) which might have affected the results; they are not perhaps entirely based on voluntary actions, that is, had there not been the rules, it is possible the supervisors would not have followed the results as actively as they now did.

8.1 Work motivation, commitment and company image

Research objective 6 of this study was about finding out if the telework possibility at the case company affected work motivation, commitment and company image. This objective was approached with three hypotheses:

H₁: Telework improves work motivation

H₀₁: Telework does not improve work motivation

H₂: Telework improves commitment

H₀₂: Telework does not improve commitment

H₃: Telework improves company image

H₀₃: Telework does not improve company image

These hypotheses were formed based on the theory presented in this study, and their results will both verify or undo the theory as well as give the case company the answer they want concerning these questions.

The results of the research questions 30, 31 and 32 are interpreted as follows:

Yes, considerably = yes

Yes, to some extent = yes

No, stayed the same = no

No, decreased = no

I cannot say = no

We will use simple one-tailed hypothesis testing where H_0 is valid when “yes” answers form less than a half, or exactly the half, of the total amount of responses. Consequently, if there are more “yes” answers than “no” answers in the total amount of responses, H_1 is valid.

That is,

H_1 : “yes” > 50% of total number of responses (232)

H_0 : “yes” \leq 50% of total number of responses (232)

However, if percentage of “yes” answers is less than 60%, this research will not interpret the result unequivocally positive.

8.1.1 Telework’s effect on work motivation

Hypothesis H_1 claimed that telework improves work motivation, while H_0 claimed it does not. Question 30 in the Telework Questionnaire for Employees was aimed to find verification to this: “Did your work motivation increase with the possibility to telework?” Altogether 89% of the respondents claimed that their work motivation improved either considerably or somewhat (Figure 30). Out of this group, 48% answered “yes, considerably” and 41% answered “yes, somewhat”. Work motivation stayed the same for 9% of the respondents, and 1% could not say. None answered telework had

negative effects on work motivation. Note: Figure 30 has the results rounded to full percentages. More exact percentages are to be seen in Table 9.

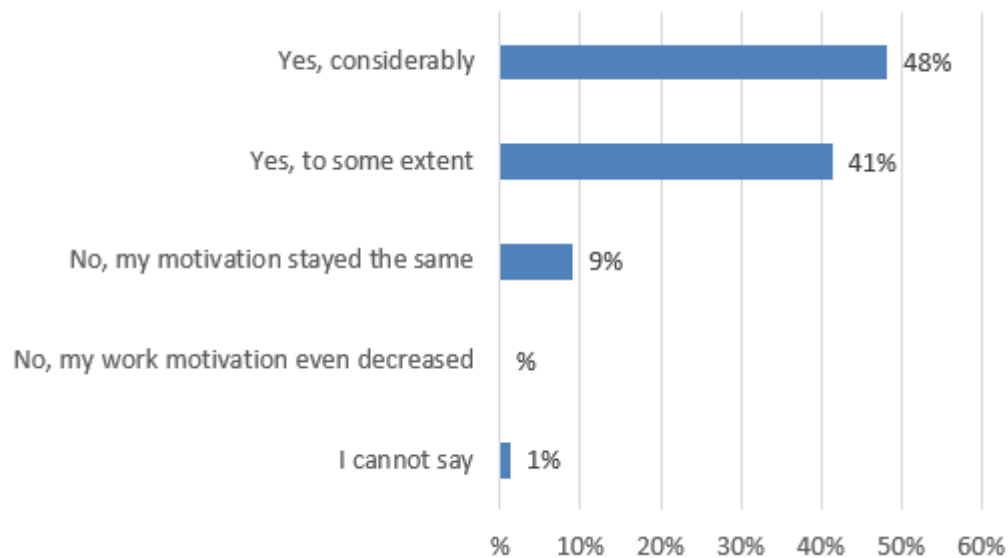


Figure 30. Telework Questionnaire for Employees, question 30: “Did your work motivation increase with the possibility to telework?”

Based on these results, we can clearly say that the possibility to telework has indeed improved work motivation at the case company. However, with testing the hypothesis H_1 , the results are presented in more detail in Table 9.

Table 9: Amount of “yes” and “no” answers for the question “Did your work motivation increase with the possibility to telework?”

	N	%		Combined N	%
Yes, considerably	112	48,28	yes	208	89,655 %
Yes, to some extent	96	41,38	yes		
No, my motivation stayed the same	21	9,05	no	24	10,345 %
No, my motivation even decreased	0	0	no		
I cannot say	3	1,29	no		
Total number of responses				232	

As we can see from Table 9, the total amount of “yes” answers was 208 and the total amount of “no” answers was 24. Therefore, H_1 : “yes” > 50% of total number of responses (232) is valid and we can confirm H_1 : Telework improves work motivation.

8.1.2 Telework's effect on commitment

Hypothesis H_2 claimed that telework improves commitment. In order to verify this hypothesis there was question 31 in the Telework Questionnaire for Employees: “Did your commitment to the company and to your work increase with the possibility to telework?” (Figure 31). Altogether 76% of the respondents claimed that their commitment improved; for 32% it improved considerably and for 44% it improved at least somewhat. For approximately one fifth (21%) of the respondents the possibility to telework had no kind of effect on their current commitment level, and 3% of the respondents could not say.

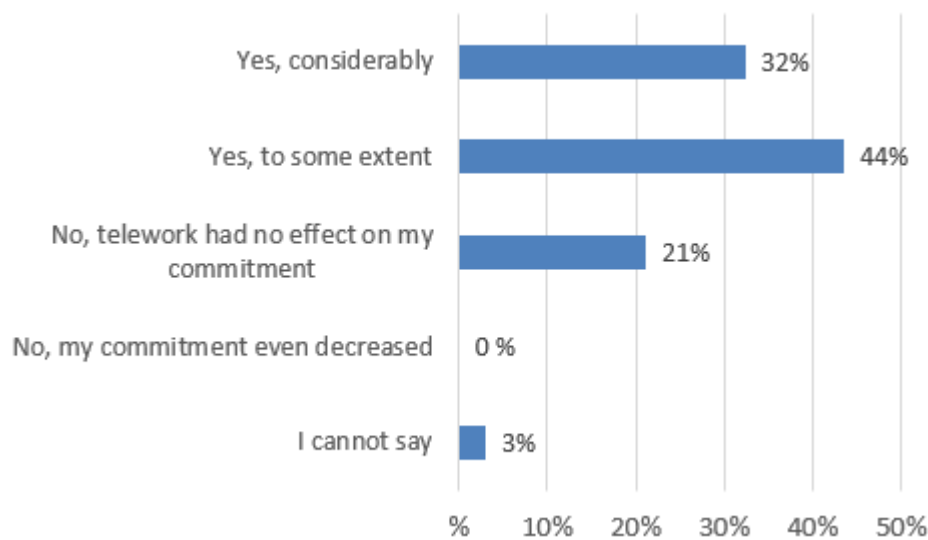


Figure 31. Telework Questionnaire for Employees, question 31: “Did your commitment to the company and to your work increase with the possibility to telework?”

With these results, with 76% of the respondents having answered that their commitment rose either considerably or somewhat, we can conclude that telework has had a positive effect on commitment to the company and work. However, with testing the hypothesis H_2 , the results are presented in more detail in Table 10.

From the results presented in Table 10, the total amount of “yes” answers was 176 and the total amount of “no” answers was 56. Therefore, H_2 : “yes” > 50% of total number of responses (232) is valid and we can confirm H_2 : Telework improves work commitment.

Table 10: Amount of “yes” and “no” answers for the question “Did your commitment to the company and to your work increase with the possibility to telework?”

	N	%		Combined N	%
Yes, considerably	75	32,33 %	yes	176	75,862 %
Yes, to some extent	101	43,53 %	yes		
No, telework had no effect on my commitment	49	21,12 %	no	56	24,138 %
No, my commitment even decreased	0	0 %	no		
I cannot say	7	3,02 %	no		
Total number of responses				232	

However, the result is not quite as undisputed as it was with telework’s effect on work motivation, since almost 1/4 of the respondents experienced that telework had no effect on their commitment.

8.1.3 Telework’s effect on company image

Hypothesis H₃ claimed that telework improves company image. Question 32 in the Telework Questionnaire for Employees touched upon this subject: “Did your image of the company improve after having telework available for all whose nature of the work allowed it?” (Figure 32). Also the supervisors were asked about this with question 12 “Did the telework possibility improve the image you hold of the company?” (Figure 33). If looking at the employee results, 86% of the respondents told that they now hold an improved image of the company; for 37% the company image improved considerably, and for 49% it improved to some extent. For 12% of the employee respondents, telework did not affect their image of the company at all, and 2% could not say. Not one respondent replied that their image of the company decreased with telework.

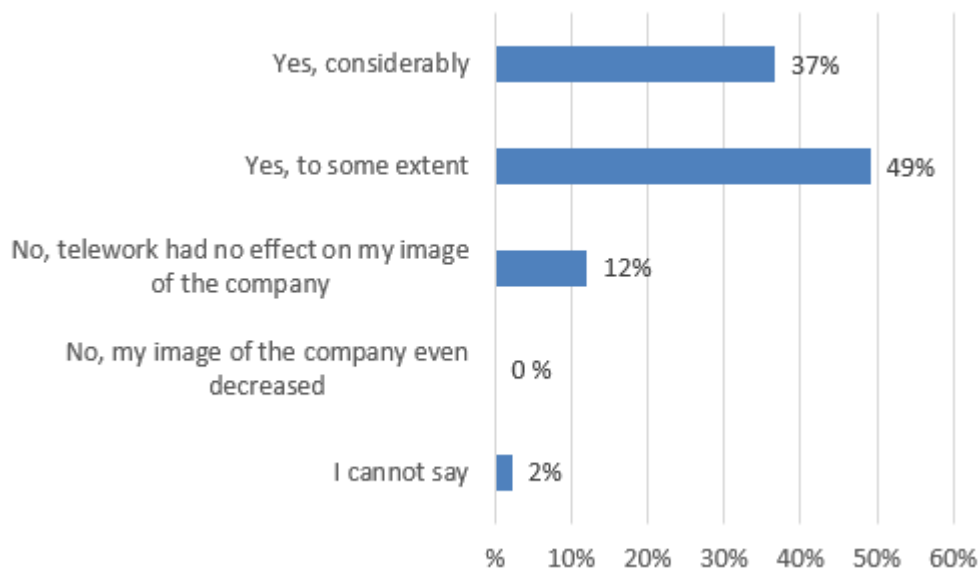


Figure 32. Telework Questionnaire for Employees, question 32: “Did your image of the company improve after having telework available for all whose nature of the work allowed it?”

If looking at the supervisor results, altogether 75% of all 44 respondents said that the company image went through a boost with the telework possibility. For 20% the company image improved considerably and for 55% it improved to some extent. 25% of the supervisor respondents said that telework possibility did not have any effect on the image they hold of the company. None replied that the company image decreased with telework.

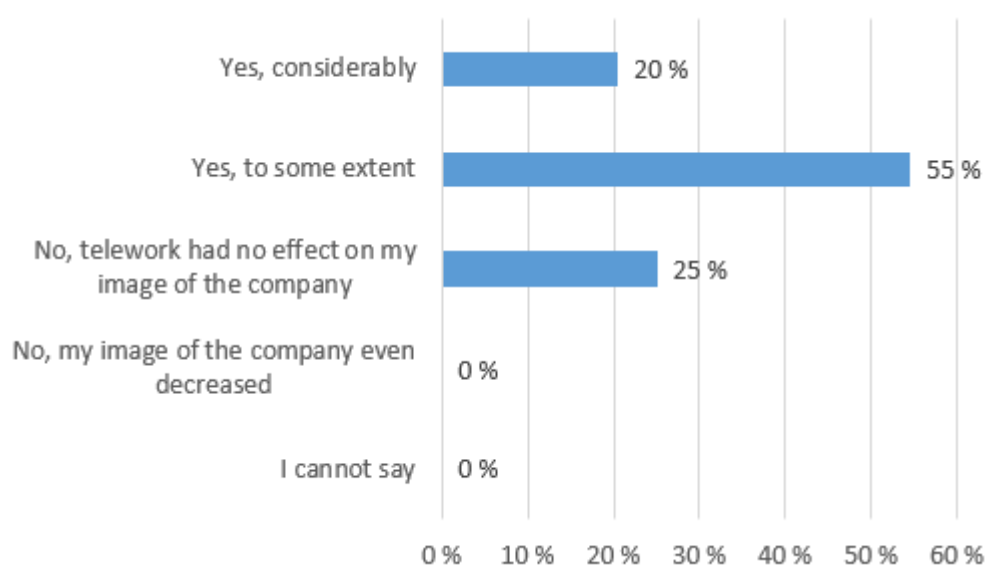


Figure 33. Telework Questionnaire for Supervisors, question 12: “Did the telework possibility improve your image of the company?”

As a conclusion, 86% of the employees and 75% of the supervisors hold an improved image of the company due to the possibility to telework. However, when testing the hypothesis H₃: Telework improves company image, we can look at the more detailed data from both Employee and Supervisor questionnaires (Tables 11 and 12).

Table 11: Telework Questionnaire for Employees: amount of “yes” and “no” answers for the question “Did your commitment to the company and to your work increase with the possibility to telework?”

	N	%		Combined N	%
Yes, considerably	85	36,64 %	yes	199	85,776 %
Yes, to some extent	114	49,14 %	yes		
No, telework had no effect on my image of the company	28	12,07 %	no	33	14,224 %
No, my image of the company even decreased	0	0 %	no		
I cannot say	5	2,15 %	no		
Total number of responses				232	

From the employee results presented in Table 11, the total amount of “yes” answers was 199 and the total amount of “no” answers was 33. Therefore, H₃: “yes” > 50% of total number of responses (232) is valid and we can confirm H₃: Telework improves work commitment, from the employees’ perspective.

Table 12: Telework Questionnaire for Supervisors: amount of “yes” and “no” answers for the question “Did your commitment to the company and to your work increase with the possibility to telework?”

	N	%		Combined N	%
Yes, considerably	9	20,45 %	yes	33	75,000 %
Yes, to some extent	24	54,55 %	yes		
No, telework had no effect on my image of the company	11	25 %	no	11	25,000 %
No, my image of the company even decreased	0	0 %	no		
I cannot say	0	0 %	no		
Total number of responses				44	

From the supervisor results presented in Table 12, the total amount of “yes” answers was 33 and the total amount of “no” answers was 11. Therefore, H₃: “yes” > 50% of total number of responses (232) is valid and we can confirm H₃: Telework improves work commitment, from the supervisors’ perspective. With this result, however, it must be noted that 1/4 of the respondents answered “no”, and even though the answer percentage to the supervisor questionnaire was rather low (see chapter 9), this result is not as decidedly positive as it is with the employees.

9 RELIABILITY ANALYSIS

Reliability of the study refers to the extent to which the data collecting techniques or analysis procedures will yield consistent findings. Three key questions are: 1) will the measures yield the same results on other occasions, 2) will similar observations be reached by other observers, and 3) is there transparency in how sense was made from the raw data? There are a few observed threats to reliability. One is *error of subject* or participant: the answers might be affected by the respondent’s mood – results may differ depending if it is Monday or Friday when asked. This can be avoided by choosing as neutral a time as possible for the respondents to participate in the study. Another threat is *subject or participant bias*, where the answers may be affected by fear; anonymity of the respondents must be ensured, and the authenticity of the answers confirmed. *Observer error* is one threat, where the researcher may be distracted or tired or do the analysis in a cursory way. *Observer bias* threat refers to the results of the study being interpreted biasedly based on e.g. the personal views of the researcher; types of this are, for example, selective attention (concentrating more on some aspects than others), selective encoding (expectations coloring what the researcher sees), selective memory (long wait before interpreting results), and interpersonal factors (choosing only welcoming persons as target group). Introducing a high degree of structure to the study will lessen all these aforementioned threats. (Saunders, Lewis & Thornhill 2006, 149-150; Robson 2016, 106; 331.)

Validity is about whether the findings are really about what they appear to be about. Any contamination of respondents' answers will reduce data reliability. Respondents to self-administrated questionnaires may discuss their answers with others, thereby contaminating their response. Also the size of the sample and the way in which it is selected will have implications for the confidence one can have in the data and the extent of generalization. (Saunders, Lewis & Thornhill 2006, 359.)

With this master's thesis, the heavy structuring of the questionnaires and clear wording of the questions was an attempt to ensure the reliability and validity of the results, especially since the expected and actualized respondent group was so large. Also, the author has systematically tried to avoid all kind of bias and made an effort to interpret and translate all responses correctly. It cannot be verified in what circumstances the online questionnaires were filled in; however, referring to the fact that many of the open-ended answers were carefully constructed and well thought of, it is a strong assumption the respondents concentrated on the subject and gave their own, genuine opinions.

10 SUMMARY, RECOMMENDATIONS AND FURTHER PLANS

The case company's telework pilot project seems to have been a success. The personnel's work motivation, job satisfaction and commitment to the company increased, and the company also managed to polish its image. Telework was received well; the majority of the personnel – both supervisors and subordinates – seemed to support it and viewed it in a positive light. Task planning was done primarily well, and the results were majorly reached during telework days. The personnel could concentrate better on their work while teleworking, as well as harmonize their work life and private life without either areas suffering. Reduced commuting also gave teleworkers more free time.

However, there was also some criticism concerning the implementation of telework, mostly aimed towards certain aspects in the telework rules. According to the personnel's views, telework was not implemented as flexibly as the basic idea of the work form would suggest. One perplexing thing was the company's decision to rule out certain professions from the telework possibility completely, that is, not allowing the employees belonging to this group telework at all. Also, as the rules were interpreted by each supervisor independently, there were obviously a number of misunderstandings or possibly deliberately erroneous interpretations that instantly swam in the form of hard censure into the opinions of the subordinates. This shows especially in the differing ways of pre-planning tasks (setting goals) and following the reached results. Correspondingly, mutual trust could be a little better, especially when it comes to supervisors trusting their subordinates. 43% of the supervisors trusted their subordinates only mostly; why not completely? The lack of trust comes out especially when asking the supervisors about the challenges of telework, from their perspective; micro-managing cannot be done, and the employees are being doubted for lengthening their weekends and/or holidays with "teleworking".

Five things especially might require further attention from the company's management in the near future:

- 1) Not ruling any profession group out from the possibility to telework
- 2) Setting clearer goals and milestones for work and following the results actively
- 3) Allowing supervisors and subordinates agree on telework more freely
- 4) Ensuring adequate lightness and fluency of the telework procedures
- 5) Encourage both supervisors and subordinates to build mutual trust

Concerning the first issue, it is above all an equality question. If the telework pilot project's success is viewed via the fact that 232 employees participated and were mostly satisfied, it must be noted that this group forms only 52% out of the at-the-time personnel. The case company had excluded certain professions from the telework pilot already in advance, and this group forms approximately 30-40% of the personnel. The results of this research showed that even those persons whose nature of the work is not the most suitable for teleworking due to their presence at the office being in a key role in their profession, it is still possible for them to telework *some* days. These persons

have a certain amount of days per year planned for other types of tasks, e.g. studying/training that are very suitable for teleworking. The key point is, the closest supervisor and the subordinate know the nature of the work and can agree together what can or cannot be done remotely.

Here comes in the meaning of careful task planning; both employees and supervisors should understand that, even though teleworking is an employee benefit, it should also be an employer benefit. It is important that the management and supervisors put some effort in clarifying the company's strategic goals to both themselves and to their subordinates, ensuring that each subordinate knows their respective responsibilities (both with telework and office work), especially when it comes to reaching these goals. This helps with the key challenge, which is giving the subordinates – the teleworkers – clear, detailed short-term and long-term personal goals, against which their performance can be measured. The results of this study showed that although pre-planning tasks and following the results of telework were on an adequately good level, there is still room for improvement. Only 25% of the subordinates experienced that the pre-planning of telework tasks was done on a detailed level, whereas for the rest, there were only overall plans. Overall planning does not help with the measuring of results, which might be the reason why this part of supervisor work was done partly inadequately; only 34% of the supervisors replied that they regularly followed reached results, while the rest of the supervisors had no systematic approach to the matter.

The recommendation is to adopt a more systematic approach to goal-setting, indicator-setting and follow-up. It is vital to give clear short-term and long-term goals for each individual, give them support in reaching them, and clarify their responsibilities. This requires that the supervisor follows work performance regularly; not with heavy Ex-cels that are just futile bureaucracy, but with genuine conversations between and during each given milestone about what has been done, what still needs to be done, and if there are any challenges apparent. With using telework, there should be open conversation about which of the tasks that contribute to the goals can be done remotely from e.g. home, and which of them need presence at the office. Careful individual task planning – discerning the nature of the work – is a key function to which the case company could train their managers a bit more. Naturally, some people need more detailed plans than others, to be able to function efficiently – some might even require daily planning

– but the closest supervisor should know the individual needs the best. Just as it is in case of observing misbehavior: the ramification should fall on the individual, not everyone collectively.

This brings us to the next issue, namely the freedom to agree on telework between the closest supervisor and the subordinate, at least when telework has become an established work model at the case company. When the goal-setting and following of performance are on an adequately fluent level there should be no problems with granting telework days more freely and without restricting guidelines; when the employees know what to do, it does not signify where they do it. When the process is clear, there should be no reason to pinpoint Mondays and Fridays separately as telework days with different rules than other days. There will be no need to limit the telework days to just 1-2 days per week and to maximum of 4 days per month. Instead, telework should be implemented according to individual needs that are based on the nature of the work and ongoing projects, and the closest supervisor knows these things the best. There could be a general maximum amount of days per year – not too limited – given from the company management, to avoid communal isolation, but it should not be specified how these days should be allocated within the one-year time frame.

The results of this study show that both supervisors and subordinates have different views on how pre-planning the tasks and following the results could best be done; there were varying practices, depending on the supervisor. One mutual concern for both parties was, however, that the process should not be too heavy. The need to pre-plan tasks and follow the results is clear – this is not a question about abandoning these measures – but of making the process adequately fluent and maybe even more cohesive between the units. For example, instead of pre-planning the tasks for each telework day separately, the planning could maybe be done with giving e.g. short-term goals, against which it is natural and easy to measure the performance in turn, on regular terms. This also means there is no longer reason follow the performance of telework days separately from office days, which was also a concern for the personnel

Finally, to make this all work, mutual trust must be on a high level. “If you can’t trust your employees to work flexibly, why hire them in the first place?” (Henderson 2015).

Based on the research results that only 57% of the supervisors trusted their subordinates completely, and that there were such supervisor challenges observed as 1) some of the subordinates do not understand the responsibilities of teleworking, 2) some subordinates ask for telework days to lengthen their weekends and/or holidays, and 3) the supervisor can't supervise the working of their subordinates enough, it is clear there is work to be done with mutual trust. Mutual trust means trust in both ways; supervisors cannot be expected to trust the employees blindly; trust must be earned and not be taken for granted. The case company could support all parties to systematically build mutual trust, for example with the help of Vilkmán's (2016b) model (see chapter 5.1). If telework is a work model truly supported by the company, as it seems to be referring to the CEO's statement, every manager and supervisor should stand behind it and support it by adapting to those leadership practices that are required – and every subordinate should understand that they must prove themselves worthy of the autonomy and freedom given to them, by performing as best as they can. Mutual trust does not always appear instantly between two individuals, but it is something that can and should be built and promoted, valued and cherished.

The results of this master's thesis mostly managed to handle also the old concerns that were acute to the small group that teleworked already prior to the pilot: lack of trust between supervisors and employees, inability to evaluate the true time the planned tasks will take, weak tools for following the success of telework days, unclear guidelines, and company culture that counts the worked hours rather than achieved results. This master's thesis did not concentrate on IT issues, which is why the concern for dysfunctional information systems was not delved into; however the case company has recently invested heavily in functional IT solutions, and an increasing amount of IT systems are becoming now available for remote access as telework has now been adopted.

The results of this master's thesis will be presented to the CEO and the HR Manager of the case company, being consistent enough for the company to earnestly consider taking up some development measures. The most central new idea for the case company would be taking a more courageous step towards transforming from the old-fashioned, bureaucratic company into a bit more modern, a bit more liberal work community, where trust and responsibility, build on the pedestal of clear tasks and goals, walk

hand in hand with job satisfaction, growing innovation and the growing autonomy of the personnel.

This master's thesis project could be continued with another study where leadership practices would be examined in more detail, to find out more about the individual differences between the supervisors, about the possible reasons behind wavering trust issues, and how these affect the work performance, motivation and well-being at work of the subordinates. Especially it would be interesting to study how the supervisors manage to convey the company's strategic goals to their subordinates, how they are able to bring these goals into their subordinates' daily performances as individual goals, and with what methods – with what type of indicators – they follow reached results. This kind of research could bring out the best leadership practices currently used in the case company and the outcome could be advice on how supervisors could share – and adopt in return – these practices of leading people most successfully.

REFERENCES

- Ashby, W. R. 1957. *An Introduction to Cybernetics*. London: William Clowes & Sons Ltd. Referred: 15.9.2016.
<https://archive.org>
- Bloom, N., Liang, J., Roberts, J. & Ying, Z. J. 2015. Does working from home work? Evidence from a Chinese experiment. *The Quarterly Journal of Economics*, vol. 130(1), pages 165-218. Oxford University Press. Referred 14.1.2017.
<http://www.nber.org>
- Broughton, A. 2002. Eurofound. Social partners sign teleworking accord.
www.eurofound.europa.eu
- CEC European Managers 2016. Referred: 17.11.2016.
www.cec-managers.org
- Commission of the European Communities 2008. Commission Staff Working Paper: Report on the implementation of the European social partners' Framework Agreement on Telework.
ec.europa.eu
- Confederation of Finnish Industries 2016. Referred: 19.11.2016.
www.ek.fi
- Confederation of Unions for Professional and Managerial Staff in Finland 2016. Referred: 19.11.2016.
www.akava.fi
- Cooper, C.D. & Kurland, N. B. 2002. Telecommuting, professional isolation, and employee development in public and private organizations. *Journal of Organizational Behavior* 23/2002, pages 511-532. Referred: 8.1.2017.
www.interscience.wiley.com
- ETUC, UNICE/UEAPME & CEEP 2006. Implementation of the European Framework Agreement on Telework: report by the European Social partners. Adopted by the social dialogue committee on 28 June 2006.
resourcecentre.etuc.org
- Etätyöbarometri 2013. Qualitem Ltd and Microsoft Ltd. Referred: 18.11.2016
www.slideshare.net
- European Centre of Employers and Enterprises providing Public Services 2016. Referred: 14.11.2016.
www.ceep.eu
- European Trade Union Confederation 2016. Referred: 17.11.2016.
www.etuc.org

Finnish Confederation of Professionals 2016. Referred: 19.11.2016.
www.sttk.fi

Finnish Institute of Occupational Health 2014. Etätyö, eTyö, mobiili työ ja monipaikkainen työ. Referred: 10.8.2016.
<http://www.ttl.fi>

Finnish Environment Institute 2013. Etätyö vaatii uudenlaisia esimiestaitoja. Referred: 2.11.2016.
www.syke.fi

GoROWE webpage 2016. Referred: 11.9.2016.
www.gorowe.com

Harju, M., Tiihonen, P., Salonen, M., Ovaskainen, T. & Ahlgren, R. 2007. E-työn hyvät käytännöt. ESR-Hyvät käytännöt -sarja. Helsinki: Työministeriö. Referred: 14.5.2016.
www.rakennerahastot.fi/

Helle, M. 2004. Etätyö. Helsinki: Edita Publishing Oy.

Helminen, Ristimäki & Oinonen 2003. Etätyö ja työmatkat Suomessa. Ympäristöministeriö. Helsinki: Edita Publishing Oy. Referred: 18.6.2016.
www.ymparisto.fi

Henderson, A. If you can't trust your employees to work flexibly, why hire them in the first place? LinkedIn. 3.11.2015. Referred: 20.11.2016.
<https://www.linkedin.com>

Hunton, J. E. & Norman, C. S. 2010. The Impact of Alternative Telework Arrangements on Organizational Commitment: Insights from a Longitudinal Field Experiment. Journal of Information Systems 2010, volume 24, pages 67-90. American Accounting Association. Referred: 21.8.2016.
aaajournals.org

Jackson, P. & van der Wielen, J. 2002. Teleworking: International Perspectives. From telecommuting to the virtual organisation. London: Routledge. Referred: 17.6.2016.
s3.amazonaws.com

Johns, T. & Gratton, L. 2013. The Third Wave of Virtual Work. Harvard Business Review: Spotlight on the future of knowledge work. January–February 2013. Referred: 22.9.2016.
www.hbr.org

Kerrigan, Heather 2016. ROWE Rollout Successes and Challenges. Referred: 11.9.2016.
www.governing.com

Launiemi, M. 2015. Etätyö ja yhteisöllisyys työyhteisössä. Tapaustutkimus Kansaneläkelaitoksessa. Helsingin yliopisto. Valtiotieteellinen tiedekunta. Pro gradu –tutkielma. Referred 10.1.2017.
helda.helsinki.fi

Ministry of Employment and Economy 2009. Työpoliittinen aikakauskirja 2/2009. Finnish labour review, vol. 52. Työ- ja Elinkeinoministeriö. Helsinki: Edita Prima Oy. Referred 18.1.2017.
www.tem.fi/aikakauskirja

Ministry of Employment and Economy 2010. Etätyö. Referred: 12.9.2016.
www.tem.fi

Neufeld D.J. & Fang, Y. 2005. Individual, social and situational determinants of telecommuter productivity. Information and Management 42, pages 1037-1049. Referred 14.1.2017.
<https://www.researchgate.net>

Oksa, M. 2014. Suomalaisen etätyöyhteiskunnan haasteet. Kandidaatintutkielma. Jyväskylä: Jyväskylän yliopisto.

Pekkola, J. 2002. Etätyö Suomessa. Fyysiset, virtuaaliset, sosiaaliset ja henkiset työtilat etätyöympäristöinä. Helsinki: Yliopistopaino. Publications of the Swedish School of Economics and Business Administration. Nr 104. Referred 21.11.2016.
<http://urn.fi>

Pekkola J. & Uskelin, L. 2007. Etätyöopas työnantajalle. Ministry of Employment and the Economy. Helsinki: Yliopistopaino. Referred 4.7.2016.

Pearlson K. E. & Saunders C. S. There's no place like home: Managing Telecommuting Paradoxes. The Academy of Management Executive. May 2001, pages 117-128. Academy of Management. Referred: 17.8.2016.
www.jstor.org

Peters, P., Tijdens, K. & Wetzels C. 2004. Employees' opportunities, preferences, and practices in telecommuting adoption. Information & Management 41 (2004), pages 469–482. Referred: 18.9.2016.
www.researchgate.net

PMBOK® Guide 2013. A Guide to the Project Management Body of Knowledge. An American National Standard. ANSI/PMI 99-001-2013. Pennsylvania: Project Management Institute, Inc.

Raeste, J-P. 2016. 80 päivää kotikonttorilla – omat työpisteet katoavat ja Elisalla jo joka kolmas työpäivä tehdään etänä. Helsingin Sanomat 9.5.2016.
<http://www.hs.fi/arkisto/>

Robson, C. & McCartan, K. 2016. Real World Research. A resource for Users of Social Research Methods in Applied Settings. Chichester: John Wiley & Sons Ltd. Referred: 15.3.2017.
<http://eu.wiley.com>

Rossi, A. 2012. Kulttuuristrategia. Helsingin seudun kauppakamari. Hämeenlinna: Kariston Kirjapaino Oy.

Saunders, M., Lewis, P. & Thornhill, A. Research Methods for Business Students. Essex: Pearson Education Ltd. Referred: 14.3.2017.
<https://www.dawsonera.com>

Scandura, T. A. & Lankau, M. J. 1997. Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. Journal of Organizational behavior, volume 18, pages 377-391. Referred: 9.8.2016.
onlinelibrary.wiley.com

Telework in the European Union. 2010. Dublin: European Foundation for the Improvement of Living and Working Conditions. Referred: 15.5.2016.
www.eurofound.europa.eu

The Confederation of European Business 2016. Referred: 11.11.2016.
www.buinesseurope.eu

The Central Union of Finnish Trade Unions 2016. Referred: 19.11.2016.
www.sak.fi

The Council of European Professional and Managerial Staff 2016. Referred: 17.11.2016.
www.eurocadres.eu

Käyttäjälähtöiset tilat. Uutta ajattelua tilojen suunnitteluun. 2011. Helsinki: Tekes. Tekesin julkaisu 12/2011. Referred: 23.10.2016.
www.tekes.fi

Toegel, G. 2016. Ansaitseeko työntekijä rajattoman vapauden? Referred: 6.9.2016.
www.talouselama.fi

Työ ja terveys Suomessa 2012. Seurantatietoa työoloista ja työhyvinvoinnista. Helsinki: Finnish Institute of Occupational Health. Referred: 19.11.2016.
www.ttl.fi

Uhmavaara, H., Niemelä, J., Melin, H., Mamia, T., Malo, A., Koivumäki, J. & Blom, R. 2005. Joutaako työ ? Joustavien työjärjestelyjen mahdollisuudet ja todellisuus. Työministeriö: Työpoliittinen tutkimus 2005. Referred 18.1.2017.
www.uta.fi

Union Européenne de l'Artisanat et des Petites et Moyennes Entreprises 2016. Referred : 15.11.2016.
www.ueapme.com

Valtiokonttori 2013. Monipaikkainen työ – ketteryyttä ja joustoja työhön. Referred: 13.9.2016.

www.valtiokonttori.fi

Verburg, R., Bosch-Sijtsema, P. M. & Vartiainen, M. 2013. Getting it done: Critical success factors for project managers in dispersed work settings. *International Journal of Project Management*, 31(1), 68-79. Referred: 19.9.2016.

s3.amazonaws.com

Vesterinen, P-L., Suutarinen, M. 2011. Y-sukupolvi työ(elämä)ssä. Vantaa: Hansa-print Oy.

Vilkman, U. 2015. Etä- ja virtuaalityön johtaminen. Ihmiset työssä -blog. Referred: 18.9.2016.

<http://mastersuomi.blogspot.fi/>

Vilkman, U. 2016a. Etäjohtaminen. Tulosta joustavalla työllä. Talentum Pro: Helsinki 2016. BALTO Print: Lithuania 2016.

Vilkman, U. 2016b. Luottamus syntyy vuorovaikutuksen ja tekojen seurauksena. Referred: 19.9.2016.

etajohtaminen.fi

Wyrzykowska, B. 2014. Telework and personnel risk. *Scientific Journal Warsaw University of Life Sciences – SGGW Problems of World Agriculture* volume 14 (XXIX), number 4, 2014: 215–225. Referred: 15.6.2016.

yadda.icm.edu.pl

Flexibility of work:

- The case company has common top-level guidelines for teleworking.
- **The possibility to telework depends on the nature of the work and the supervisor's reflection on task and situation is emphasized in its utilization.**
- Telework policy does not apply to persons whose work requires constant presence in the workplace due to the specific nature of the work (e.g. safety, production).
- The aim is to develop each supervisor's ability to manage decentralized work by incorporating the new rules on telework and by following the flexibility efforts in guiding their subordinates' work. **The performance is measured based on the result, not the presence.**
- The supervisors act as an example of introducing new working methods.

Telework policy during the pilot:

- Telework must be agreed on in advance, but it can also be done in surprising situations, as long as the principles are agreed with the supervisor.
- Work time registration is based on work hour allocation entries and telework will bring a maximum of 7.5 hours a day.
- It is recommended to have no more than four full telework days a days per month.
- The days cannot always be Monday or Friday (all away from the workplace the same day).
- Each day is in the supervisor's judgment on a case-by-case basis. The four days of telework every month are therefore not self-evident.
- Telework can also be combined with a day of travel, for example, when leaving the flight in the afternoon (half a day at home, half a day traveling).
- During telework the person must be accessible.

Practices:

- Telecommuting means performing normal or separately agreed jobs outside the company's actual offices.
- Occasional telework is short-term, usually up to 1-2 business days at a time, for a specific job or work situation, and is agreed upon between the employer and the person case-by-case.
- Telework must be appropriate for both parties in every work situation.
 - The arrangement creates the conditions for efficient work and saves time and/or costs compared to normal work at the workplace.
 - Telework can be done e.g. between travel days, or between a travel day and the weekend, or for a half day before e.g. a business trip.
 - Telework can also be done if the job requiring special concentration or if there is other justified reason that is agreed with the supervisor.
- Even a job description that is largely tied to the office can also include occasional tasks that are suitable for teleworking, such as written work. This should also be agreed with the superiors.

- **A person must have sufficient IT skills to do teleworking**, have the discipline and responsibility and the ability to organize their own work. The organization of a suitable workplace at home is also the responsibility of the person.
- Information security must not be weakened by teleworking.
- While teleworking, the employee has an employer's laptop computer with optional accessories at their disposal. The employer compensates the employee for teleworking costs in accordance with the current standard. Telework must not cause additional costs to the employer.
- Teleworking must not cause the need for e.g. acquiring telecommunication connections, but it is assumed that the person has already acquired a sufficiently fast Internet connection and other necessary facilities (telecommunications, calm and ergonomically suitable work place, equipment), so that e.g. **remote meetings and the usage of information systems are fluent**.
- Local guidance, problem-solving and support for IT equipment are not the responsibility of the employer.
- Employer's
- Absence (holidays, illness, childbirth, etc.) is subject to the same contractual and reporting practice as in the regular workplace.

Telework work time:

- Scheduled telework time (up to 7.5h or 8h/day) is reported to the working time system in full hours when teleworking is part of the day, and full days of teleworking are reported as full working days.
- When doing telework, the employee decides on the location of daily working time, but must also be reasonably available during normal working hours.
- As the employee can personally decide on the placement of daily working time, no remuneration for regular work hours is paid for telework. Also, the slip balance does not accumulate during teleworking.

”Telework Questionnaire for Employees”
(Questions used in the study: translations in **bold**)

APPENDIX 2

1. Sukupuoli: *

Nainen

Mies

2. Ikä: *

Alle 25 vuotta

25-29 vuotta

30-39 vuotta

40-49 vuotta

50-59 vuotta

60+ vuotta

3. Kauanko olet työskennellyt kohdeyritykselle? Arvioi vuoden tarkkuudella. *

Voit laskea yhteen kaikki vuodet, jotka olet työskennellyt mille tahansa kohdeyrityksen yksikölle.

Alle 5 vuotta

5-10 vuotta

11-20 vuotta

21-30 vuotta

Enemmän kuin 30 vuotta

4. Tämän hetken työnantajani: *kohdeyrityksen yksiköt 1, 2 ja 3*

5. Onko työsuhteesi tällä hetkellä: *

Vakituinen

Määräaikainen

Määräaikainen (konsultti)

6. Organisaatioyksikköni tällä hetkellä: *valittavissa kaikki kohdeyrityksen yksiköt*

7. Osallistuitko etätyöpilottiin, eli teitkö etätöitä, keväällä 2016? *

Kyllä

En

8. Et osallistunut etätyöpilottiin. Miksi? *

Voit valita useamman vaihtoehdon.

Olen tehnyt etätyötä jo aiemmin, joten en varsinaisesti osallistunut pilottiin.

Etätyö ei kiinnosta minua.

Työni luonne ei mahdollista etätyötä.

Olisin halunnut osallistua, mutta minulle ei annettu mahdollisuutta.

Olisin halunnut osallistua, mutta en ehtinyt pilottiin mukaan.

Etätyöskentely ei sovi minulle; olen tehokkaampi saapuessani työpaikalle.

Jokin muu syy; miksi?

8. You did not take part in the telework pilot. Why?*

You can choose multiple options.

- **I have already teleworked before, so I did not particularly partake the pilot.**
 - **Telework does not interest me.**
 - **The nature of my job does not allow teleworking.**
 - **I would have liked to participate, but I was not given the chance.**
 - **I would have liked to participate, but the pilot was over before I had time to participate.**
 - **Telework does not suit me; I am more efficient at the office.**
 - **Some other reason; please describe: _____**
-

9. Osallistuit etätyöpilottiin, hienoa! Tutustuitko esimiehesi kanssa etätyötä koskevaan riskianalyysilomakkeeseen ja allekirjoititko sen? *

Kyllä

En; miksi? _____

10. Oliko etätyötä koskeva riskianalyysilomake tarpeeksi selkeä? *

En täyttänyt lomaketta; en osaa arvioida asiaa.

Lomake oli selkeä ja sisäistin kaikki kohdat

Lomake oli kohtuullisen selkeä, mutta oli muutama kohta, joita en ihan sisäistänyt

Lomake oli melko epäselvä, enkä sisäistänyt siinä mainittuja asioita

11. Erityisesti, oletko sisäistänyt lakisääteisen tapaturmavakuutuksen ja muiden mahdollisten vakuutusturvien määräykset etätyöhön liittyen? *

Kyllä, olen tarkasti tietoinen edellä mainituista asioista.

Kyllä, tiedän suurin piirtein vakuutusturvaan liittyvät määräykset.

En; asia on minulle vieras.

12. Kuinka usein arviolta kokeilit etätyötä ajalla joulukuu 2015 - huhtikuu 2016? *

Kerran

2-3 kertaa

4-6 kertaa

7-10 kertaa

Yli 10 kertaa

13. Minkä pituisia etätyöpäiviä pidit? *

Voit tarvittaessa valita useamman vaihtoehdon.

Normaalin etätyöpäivän (normaali päivätyöaika)

Puolikkaan etätyöpäivän

Etätyöpäivän, joka sisälsi jonkin muun tuntimäärän kuin perustyöaikani

14. Miten etätyöpäiväsi työtunnit sijoittuivat? *

Voit tarvittaessa valita useamman vaihtoehdon.

Työskentelin virka-aikana

Työskentelin iltapäivä/iltapainotteisesti

Tein suunnitellut etätyötunnit päivän aikana hajautetusti tilanteen mukaan

Jotenkin muuten, miten?

15. Sovitko etätyöpäivän sisällöstä esimiehesi kanssa etukäteen? *

Kyllä; teimme aina melko tarkan suunnitelman päivän sisällöstä

Kyllä; teimme suurpiirteisen suunnitelman päivän sisällöstä

Ei; minulla oli tiedossa töitä, joita ajattelin tehdä, mutta niitä ei suunniteltu erikseen esimiehen kanssa

Ei; minulla tai esimiehelläni ei ollut minkäänlaista etukäteissuunnitelmaa etätyöpäivän sisällöstä

15. Did you plan the telework days beforehand with your supervisor? *

- **Yes; we made rather specific plans for the telework day**
- **Yes; we made general plans for the telework day**
- **No; I had some ideas what to do, but I didn't plan them with my boss**
- **No; neither me nor my boss had any kind of plans for the telework day**

16. Miten etätyöpäiväsi tunnit pääsääntöisesti toteutuivat? *

Valitse 1-3 vaihtoehtoa, jotka eniten kuvaavat tilannettasi.

Sain suunnitellut työt tehtyä työpäivän aikana.

Sain suunnitellut työt tehtyä arvioitua lyhemmässä ajassa, ja loput päivästä olin yleisesti tavoitettavissa.

Sain suunnitellut työt tehtyä arvioitua lyhemmässä ajassa, ja täydensin jäljelle jääneet tunnit muilla työtehtävillä.

Minulla ei ollut ennalta suunniteltuja töitä, tein muita töitä normaalin päivätyöaikani verran.

Minulla ei ollut ennalta suunniteltuja töitä; tein satunnaisia töitä muutaman tunnin ajan.

Tein päivätyöaikani vastaavan tuntimäärän, mutta suunnitellut työt eivät täysin valmistuneet.

Tein enemmän työtunteja, kuin mitä normaali päivätyöaikani edellyttää, jotta saisin päivälle suunnitellut työt valmiiksi.

Jotenkin muuten; miten?

16. How did the telework hours predominantly realize in your case? *

Pick 1-3 options that best describe your situation.

- **I managed to do all of the planned tasks during the telework day.**
- **I managed to do the planned tasks faster than planned, and the rest of the day I was generally available.**
- **I managed to do the planned tasks faster than planned, and I filled in the remaining work hours with other tasks.**
- **I had no tasks planned beforehand; I did other tasks for my normal daytime work hours.**
- **I had no tasks planned beforehand; I did some random work for a few hours.**
- **I did my normal daytime work hours but the planned tasks were not fully completed.**
- **I worked more than what my normal daytime work hours require in order to finish all the tasks planned for the day.**
- **Some other way, please describe: _____**

17. Miten pääsääntöisesti suoriuduit etätyöpäivällesi suunnitelluista töistä? *

Valitse 1-3 vaihtoehtoa, jotka eniten kuvaavat tilannettasi.

Suunnitellut työt toteutuivat, ja tein vielä ylimääräisiäkin töitä

Suunnitellut työt toteutuivat

Suunnitellut työt toteutuivat osittain

Suunnitellut työt eivät juurikaan toteutuneet, tein muita töitä

Suunnitellut työt eivät juurikaan toteutuneet, päivä epäonnistui

Tekemiäni töitä ei ollut suunniteltu etukäteen, mutta päivä oli tehokas

Tekemiäni töitä ei ollut suunniteltu etukäteen, ja päivä oli melko tehoton

17. How did you primarily manage with the work planned for the telework days?

Pick 1-3 options that best describe your situation.

- All of the planned tasks were done, and I did even some extra.
- The planned tasks were done.
- The planned tasks were partly done.
- I had an efficient day but I did something else than what was planned.
- I did not do what was planned, the day was inefficient.
- I had no tasks planned beforehand, but the day was efficient.
- I had no tasks planned, the day was inefficient.

18. Miten teit etätyötä? *

Voit tarvittaessa valita useamman vaihtoehdon.

Käytin tietokonetta ja toimikorttia

Käytin matkapuhelinta ja sen kautta mm. työsähköpostia

Tein etätyötä muulla tavoin; miten?

19. Missä teit etätyötä? *

Voit tarvittaessa valita useamman vaihtoehdon.

Kotona

Mökillä tai muussa yksityisasunnossa

Mualla; missä?

20. Miten pääsääntöisesti tauotit etätyöpäiväsi? *

Pidin kahvitaumat ja lounastauon kuten normaalinkin työpäivän aikana

Pidin taukoja epäsäännöllisesti mutta riittävästi

Pidin taukoja epäsäännöllisesti ja liian vähän

En pitänyt taukoja juuri ollenkaan

21. Miten pidit yhteyttä työyhteisösi etätyöpäivän aikana? *

Voit valita useamman vaihtoehdon.

Puhelimitse

Sähköpostitse

Microsoft Lync -sovelluksen kautta

Muulla tavoin, miten?

En pitänyt minkäänlaista yhteyttä etätyöpäivän aikana.

22. Toimiko keskusteluyhteytesi työtovereihin/työyhteisösi etätyön aikana? *

Hyvin.

Kohtuullisesti.

Ei.

23. Mainitse tärkeimmät 1-3 tietojärjestelmää, joita käytit etätyöpäivän aikana:

24. Mitä tietojärjestelmiä toivoisit etäkäytön piiriin?

25. Kokemukseni etätyöstä on ollut enimmäkseen: *

Positiivinen

Neutraali

Negatiivinen

25. My experience of telework has been mostly... *

- **Positive**
- **Neutral**
- **Negative**

26. Jos vastasit edelliseen kysymykseen “negatiivinen”, kuvaile tarkemmin kokemuksiasi:

27. Minkälaisia haasteita kohtasit etätyöpäivän aikana? *

Voit valita useamman vaihtoehdon.

En kohdannut minkäänlaisia haasteita etätyössä

Ergonomiassa olisi ollut parannettavaa

Tietoliikenneyhteydet eivät toimineet olettamallani tavalla

Etätyöpäivä oli turhan hajanainen

Koin ahdistavaksi etätyöpäivälle suunnitellut työtavoitteet

Minulla oli vaikeuksia motivoida itseäni työntekoon etätyöpäivänä

En onnistunut täysin keskittymään työntekoon; ajatukseni pyörivät kotitöissä ja muissa omissa asioissa

En onnistunut täysin keskittymään työntekoon; ympäristössäni oli liikaa häiriötekijöitä

Tein töitä sellaisena vuorokauden aikana, joka ei ollut terveyden kannalta järkevää (esim. yöllä)

En viihtynyt täysin, koska kaipasin työpaikan sosiaalisia kontakteja

Koin ahdistavaksi olla tavoitettavissa virka-aikana, koska olin päättänyt sijoittaa etätyötuntini muuhun ajankohtaan

Jokin muu haaste, kuvaile: _____

27. What kind of challenges did you face during the telework day? *

You can choose multiple options.

- I didn't face any kind of challenges with telework
- Ergonomics could have been better
- Telecommunication connections did not work as I expected
- Telework day was too disjointed
- I was oppressed by the goals set for the day
- I had difficulties to motivate myself to working
- I could not fully concentrate; my mind was elsewhere
- I could not fully concentrate; too many distractions around
- I worked during hours that were unhealthy (e.g. nights)
- I missed the social contacts of the office
- Forced availability during office hours irritated me
- Some other challenge, describe: _____

28. Minkälaisia positiivisia kokemuksia sait etätyöstä? *

Voit valita useamman vaihtoehdon.

Minulle ei tullut etätyöstä positiivisia kokemuksia

Mahdollistaa paremman keskittymisen työhön

Mahdollistaa työn ja perhe-elämän yhteensovittamisen

Mahdollistaa työn ja opiskelun yhteensovittamisen

Mahdollistaa työn ja omien menojen yhteensovittamisen

Olin etätyöpäivänä hyvin motivoitunut työntekoon

Sain muokata työympäristöstäni haluamani kaltaisen (esim. kuunnella vapaasti musiikkia)

Vapaa-aikani lisääntyi työmatkaan käyttämäni ajan verran

Työtyytyväisyyteni kasvoi etätyömahdollisuuden myötä

Muita positiivisia kokemuksia, mitä?

28. What positive experiences did you have with telework? *

You can choose multiple options.

- **I had no positive experiences from telework**
- **Enables better concentration on work**
- **Enables harmonization of work and family life**
- **Enables the harmonization of work and studying**
- **Enables harmonization of work and personal life**
- **I was very motivated to work during telework day**
- **I got to fix my surroundings to my liking**
- **My free time grew with not having to commute so often**
- **My job satisfaction grew**
- **Other positive experiences; describe: _____**

29. Minkälaiseksi arvioisit esimiehen ja alaisen välisen luottamuksen omalla kohdallasi, kun ehdotat/teet etätyötä? *

Koen, että esimieheni luottaa minuun täysin ja suhtautuu etätyöhön positiivisesti

Koen, ettei esimieheni ei luota minuun täysin ja suhtautuu etätyöhön varautuneesti

Koen, ettei esimieheni luota minuun ollenkaan, eikä kannata etätyömahdollisuutta kohdallani

29. How would you estimate the trust between the supervisor and the subordinate in your own case when you suggest telework? *

- **I feel that my supervisor trusts me fully and has a positive attitude towards telework in my case**
- **I feel that my supervisor does not completely trust me and has a reserved attitude towards telework in my case**
- **I feel that my supervisor does not trust me at all and does not support telework in my case**

30. Koetko, että etätyömahdollisuus on vaikuttanut positiivisesti työmotivaatioosi? *

Kyllä, huomattavasti

Kyllä, jonkin verran

Ei, motivaationi on säilynyt entisen kaltaisena

Ei, motivaationi on jopa heikentynyt etätyömahdollisuuden vuoksi

En osaa sanoa

30. “Did your work motivation increase with the possibility to telework?” *

- **Yes, considerably**
- **Yes, to some extent**
- **No; telework pilot had no effect on my motivation**
- **No; my motivation even decreased because of the telework pilot**
- **I cannot say**

31. Koetko, että etätyömahdollisuus on vahvistanut sitoutumistasi yhtiöön ja teemmääsi työhön? *

Kyllä, huomattavasti

Kyllä, jonkin verran

Ei, etätyö ei ole vaikuttanut sitoutumiseeni yhtiöön ja työhön

Ei, sitoutumiseeni yhtiöön ja työhöni on jopa heikentynyt

En osaa sanoa

31. Koetko, että etätyömahdollisuus on vahvistanut sitoutumistasi yhtiöön ja tekemääsi työhön? *

- **Yes, considerably**
- **Yes, to some extent**
- **No, telework had no effect on my commitment**
- **No, my commitment even decreased**
- **I cannot say**

32. Onko etätyömahdollisuuden tuominen kaikkien niiden saataville, joiden työn luonne sen sallii, parantanut mielikuvaasi yhtiöstä? *

Kyllä, huomattavasti

Kyllä, jonkin verran

Ei, etätyömahdollisuudella ei ole ollut vaikutusta mielikuvaani yhtiöstä

Ei, mielikuvani yhtiöstä on etätyömahdollisuuden myötä jopa heikentynyt

En osaa sanoa

32. “Did your image of the company improve after having telework available for all whose nature of the work allowed it?” *

- **Yes, considerably**
- **Yes, to some extent**
- **No, telework had no effect on my image of the company**
- **No, my image of the company even decreased**
- **I cannot say**

33. Miten usein toivoisit etätyömahdollisuutta? *

En toivo etätyömahdollisuutta

Harvoin/joskus tarvittaessa

Muutaman kerran vuodessa

Noin kerran kuussa

Muutaman kerran kuussa

Kerran viikossa

Useammin kuin kerran viikossa

Muu toive; minkälainen? _____

34. Millä periaatteella toivoisit etätyömahdollisuutta toteutettavan kohdeyrityksessä?

Esimies ja alainen voivat vapaasti sopia etätyöpäivistä, ilman ohjaavia rajoituksia.

Esimies ja alainen voivat sopia vapaasti etätyöpäivistä, kuitenkin yhtiön suositusten puitteissa.

Toivon, että etätyölle asetetaan yhtiön puolesta selkeät ohjeet ja linjaukset, joita on noudatettava.

35. Haluaisitko antaa palautetta etätyöpilottia koskien? Sana on vapaa: _____

34. According to what principle telework should be implemented in the case company? *

- **Supervisor and subordinate can freely agree on telework, without any directing guidelines**
- **Supervisor and subodinate can freely agree on telework, however within certain guidelines given by the case company**
- **I hope there will be clear guidelines and directions for telework that must be followed.**

35. Haluaisitko antaa palautetta etätyöpilottia koskien? Sana on vapaa:

35. Would you like to give feedback on the telework pilot project? Word is free:

”Telework Questionnaire for Supervisors”

APPENDIX 3

(Questions used in the study: translations in **bold**)

1. Tämän hetken työnantajani: *kohdeyrityksen yksiköt 1, 2 ja 3*

2. Kauanko olet työskennellyt kohdeyritykselle? Arvioi vuoden tarkkuudella. *

Voit laskea yhteen kaikki vuodet, jotka olet työskennellyt mille tahansa yksikölle.

Alle 5 vuotta

5-10 vuotta

11-20 vuotta

21-30 vuotta

Enemmän kuin 30 vuotta

3. Kauanko olet toiminut esimiestehtävissä? *

Arvioi vuoden tarkkuudella.

Alle vuoden

1-3 vuotta

4-6 vuotta

7-9 vuotta

10-14 vuotta

15-20 vuotta

Yli 20 vuotta

4. Sukupuoli: *

Nainen

Mies

5. Ikä: *

Alle 30 vuotta

30-39 vuotta

40-49 vuotta

50-59 vuotta

60+ vuotta

6. Organisaatioyksikköni tällä hetkellä: *vaihtoehtoina kohdeyrityksen toiminnot*

Vaihtoehtoihin ei ole tuotu tiimitasoisia yksiköitä.

7. Osallistuivatko alaisesi etätyöpilottiin? *

Vastaa kyllä, jos yksikin alaisesi osallistui etätyöpilottiin.

Kyllä

Ei

8. Yksikään alaisistasi ei osallistunut etätyöpilottiin. Miksi? *

Valitse kaikki ne syyt, jotka koskevat omia alaisiasi:

Alaiseni ovat tehneet etätyötä jo aiemmin, joten he eivät varsinaisesti osallistuneet pilottiin.

Alaiseni eivät kysyneet minulta etätyömahdollisuutta. Minkä arvioisit olevan tähän syynä?

Alaisteni työn luonne ei mielestäni pienessäkään määrin mahdollista etätyötä.

Kuvaile työn luonnetta tarkemmin:

Alaiseni olisivat halunneet osallistua, mutta en katsonut, että etätyö käytännössä soveltuu heille. Kuvaile syitä:

Jokin muu syy; mikä?

8. Not one of your subordinates participated in the telework pilot. Why? *

Pick all the reasons applicable to your subordinates:

- **My subordinates had already teleworked before, so they did not particularly take part in the pilot.**
- **My subordinates did not ask me the possibility to telework. What do you think is the reason for this?**
- **The nature of the work of my subordinates does not allow telework at all. Describe::**
- **My subordinates would have liked to participate but I did not think telework was suitable for them. Describe reason:**
- **Some other reason; describe:**

9. Sinulla oli alaisia, jotka osallistuivat etätyöpilottiin. *

Oma suhtautumiseni etätyöhön:

Kannatan etätyötä.

Kannatan etätyötä jossakin määrin.

En juurikaan kannata etätyötä.

En kannata etätyötä lainkaan.

9. You had subordinates who participated in the telework pilot. *

What is your own attitude towards telework:

- **I support telework.**
- **I support telework to some extent.**
- **I don't particularly support telework.**
- **I don't support telework at all.**

10. Luotatko alaisiisi ja siihen, että he hyödyntävät etätyöpäivän tehokkaasti työskennellen? *

Luotan alaisiini ehdottomasti.

Luotan alaisiini suurimmaksi osin.

En luota alaisiini, muutamaa poikkeusta lukuun ottamatta.

En luota alaisiini lainkaan.

10. “Do you trust your subordinates to use the telework day by working efficiently?”*

- **I trust my subordinates completely**
- **I trust my subordinates mostly**
- **I do not trust my subordinates, save for a few exceptions**
- **I do not trust my subordinates at all**

11. Minkälaisena koet ajatuksen, että työhön käytetyn tuntimäärän seuraamisen sijaan seuraisitkin alaisesi työn tuloksia?

11. “How do you feel that instead of tracking hours spent on work, you would follow the reached results of your subordinates instead?”

12. Onko etätyömahdollisuus parantanut omaa mielikuvaasi yhtiöstä? *

Kyllä, huomattavasti

Kyllä, jonkin verran

Ei, etätyömahdollisuudella ei ole ollut vaikutusta mielikuvaani yhtiöstä

Ei, mielikuvani yhtiöstä on etätyömahdollisuuden myötä jopa heikentynyt

En osaa sanoa

1232. “Did your image of the company improve with the telework possibility? *

- **Yes, considerably**
- **Yes, to some extent**
- **No, telework had no effect on my image of the company**
- **No, my image of the company even decreased**
- **I cannot say**

13. Kävitkö alaistesi kanssa läpi etätyötä koskevan riskianalyysilomakkeen ja allekirjoititteko sen? *

Kyllä, kävimme lomakkeen läpi.

Siltä väliltä; osan kanssa kävin lomakkeen läpi, osan kanssa en. Miksi et käynyt lomaketta läpi kaikkien kanssa?

Ei, en käynyt lomaketta läpi alaisteni kanssa. Miksi?

14. Sovitko etätyöpäivän sisällöstä alaistesi kanssa etukäteen? *

Valitse vaihtoehto, joka pätee parhaiten toimintaasi.

Kyllä; alaisteni etätyöpäivät ja niiden sisältö suunniteltiin etukäteen.

Siltä väliltä; joidenkin alaisteni etätyöpäivät suunniteltiin, toisten ei.

Ei; alaisillani oli aina tiedossa joitakin töitä, emmekä suunnitelleet niitä sen tarkemmin.

14. “Did you plan the telework days beforehand with your subordinates?”*

Choose the option that primarily describes how you did.

- **Yes; we planned the content of telework days beforehand with the subordinate.**
- **Yes and no; with some subordinates, telework days were planned beforehand, but with some they were not.**
- **No; my subordinates already had some thoughts about what they could do, so we did not plan the content of telework days beforehand.**

15. Seurasitko alaistesi etätyöpäivien tuloksellisuutta? *

Valitse vaihtoehto, joka pätee parhaiten toimintaasi.

Kyllä; seurasin etätyöpäivien tuloksellisuutta.

Siltä väliltä; joidenkin alaisteni etätyöpäivien onnistumista ja tuloksellisuutta seurasin, joidenkin en.

Ei; en seurannut etätyöpäivien tuloksellisuutta.

15. Did you follow the productivity of your subordinates when they had telework days?” *

Choose the option that primarily describes how you did.

- **Yes, I followed the productivity of telework days.**
- **With some subordinates I followed the productivity of telework days, with some I did not.**
- **No, I did not follow the productivity of telework days.**

16. Miksi valitsit edellä kuvatun toimintatavan?

Koitko etätyöpäivän sisällön etukäteen suunnittelun ja tuloksellisuuden seurannan tärkeäksi vai hyödyttömäksi?

16. Why did you choose to act as described before?

Did you consider pre-planning the contents of telework days and following the reached results important or useless?

17. Miten alaisesi pääsääntöisesti suoriutuivat etätyöpäivälle sovituista töistä? *

Valitse 1-3 vaihtoehtoa, jotka eniten kuvaavat tilannettasi.

En osaa sanoa; en seurannut asiaa.

Suunnitellut työt toteutuivat.

Suunnitellut työt toteutuivat osittain.

Suunnitellut työt eivät toteutuneet.

Töitä ei ollut suunniteltu, mutta alaiseni päivä oli tehokas.

Töitä ei ollut suunniteltu, alaiseni päivä oli tehoton.

Jotenkin muuten, miten?

17. How did your subordinates primarily manage the tasks planned for the tele-work day? *

Pick 1-3 options that best suit your situation.

- **I cannot say; I did not follow the matter.**
- **The planned tasks were done.**
- **The planned tasks were partly done.**
- **The planned tasks were not done.**
- **We did not plan the tasks beforehand, but my subordinate had an efficient day.**
- **We did not plan the tasks beforehand, and my subordinate's day was inefficient.**
- **Some other way, how?**

18. Minkälaisia töitä mielestäsi etätyönä voi tehdä / ei voi tehdä?

Minkä arvioisit niiden töiden osuudeksi (%) yksikössäsi, joita voi tehdä etätyönä?

19. Millä periaatteella toivoisit etätyömahdollisuutta toteutettavan kohdeyrityksessä?

Esimiehen ja alaisen tulisi vapaasti voida sopia etätyöpäivistä, ilman ohjaavia periaatteita.

Esimiehen ja alaisen tulisi vapaasti voida sopia etätyöpäivistä, kuitenkin yhtiön antamien suositusten puitteissa.

Toivon, että etätyölle asetetaan yhtiön puolesta selkeät ohjeet ja linjaukset, joita kaikkien - sekä esimiesten että alaisten - on noudatettava.

Toivon, ettei etätyötä harjoitettaisi yhtiössä lainkaan.

34. According to what principle telework should be implemented in the case company? *

- **Supervisor and subordinate can freely agree on telework, without any directing guidelines**
- **Supervisor and subodinate can freely agree on telework, however within certain guidelines given by the case company**
- **I hope there will be clear guidelines and directions for telework that must be followed.**
- **I hope there would not be the possibility to telework at all.**

20. Minkälaisia haasteita koet etätyössä, esimiehen näkökulmasta? *

En pysty riittävässä määrin valvomaan alaisten työskenntelyä.

Yhteydenpito alaisiini ei aina toimi toivomallani tavalla/alaiseni ei ollut tavoitettavissa virka-aikana.

Etätyöpäivän tavoitteiden suunnittelu on mielestäni haasteellista.

Etätyöpäivän tavoitteiden toteutumisen seuranta on mielestäni haasteellista.

Koen, etteivät kaikki alaiseni onnistu pitäytymään sovitussa suunnitelmassa etäpäivän töiden osalta

Koen, että kaikki alaiseni eivät täysin ymmärrä etätyöpäivän velvoitteita.

Koen, että jotkut alaiseni pyytävät etätyöpäivää lähinnä jatkaakseen viikonloppuaan tai lomaansa, eikä etätyöpäivä ole tehokas.

Muita haasteita? Kuvaile:

En kohdannut minkäänlaisia haasteita etätyössä

20. What kind of challenges do you face with telework, from a supervisor's perspective? *

- **I cannot supervise the working of my subordinates sufficiently.**
- **Keeping in contact with my subordinates does not work/my subordinates were not available during office hours.**
- **Planning of goals for telework days is challenging.**
- **Following the results of telework days is challenging. I feel some of my subordinates fail to keep to the tasks that have been planned for the telework day.**
- **I feel some of my subordinates do not fully understand the responsibilities of teleworking.**
- **I feel some of my subordinates ask for a telework day merely to lengthen their weekend or holiday, and the day is not profitable.**
- **Other challenges, please describe:**
- **I faced no challenges with telework at all.**

21. Minkälaisia positiivisia kokemuksia havaitsit etätyöstä koituvan alaisillesi? *

Alaiseni pystyi keskittymään työtehtäviinsä paremmin.

Alaiseni oli selvästi motivoitunut työntekoon etätyöpäivänä.

Alaiseni on helpompi yhdistää työn sekä perhe-elämän vaatimukset, kummankaan osa-alueen kärsimättä.

Alaiseni on helpompi yhdistää työn sekä opiskelun/omien menojen vaatimukset, kummankaan osa-alueen kärsimättä.

Alaiseni työtyytyväisyys mielestäni kasvoi etätyömahdollisuuden myötä.

Etätyömahdollisuus on vahvistanut alaiseni sitoutumista työhön ja/tai yhtiöön

Muita positiivisia kokemuksia, mitä?

Minulle ei tullut etätyöstä positiivisia kokemuksia

21. What kind of positive experiences did your teleworking subordinates get according to your own perception?*

- **My subordinate could concentrate on work better.**
- **My subordinate was clearly motivated to work during the telework day.**
- **It is easier for my subordinate to harmonize work life and family life without either of them suffering.**
- **It is easier for my subordinate to harmonize work life and studying/private life without either of them suffering.**
- **My subordinate's well-being at work increased.**
- **Telework possibility has strengthened my subordinate's commitment to the work and/or to the company.**
- **Other positive experiences, please describe:**
- **I was left with no positive experiences.**

22. Haluaisitko antaa vapaata palautetta etätyötä ja/tai etätyöpilottia koskien?

22. Would you like to give open feedback about telework and/or the telework pilot?